

ARROYO SECO PARKWAY NATIONAL SCENIC BYWAY INTERPRETIVE PLAN



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EXECUTIVE SUMMARY

Interpreting the Arroyo Seco Parkway National Scenic Byway is a unique challenge and opportunity. The historic Arroyo Seco Parkway is the core resource in the larger National Scenic Byway, which is bounded by Colorado Boulevard in Pasadena on the north and the Four Level Interchange in Los Angeles on the south. The region is about ten miles in length and contains dozens of museums, historic sites, commercial districts, natural areas, and parks (referred collectively as “Sites”) within several distinct communities, it accommodates more than 150,000 people daily who travel on the Parkway and Gold Line, and sits within the greater Los Angeles region of nearly 13 million residents.

The Byway has one of the richest collections of historical, natural, and cultural resources in California, is easily accessed by car and Gold Line, and has major untapped market at its doorstep, however, the public does not recognize the Byway’s significance or even its name and the ability to attract and retain visitors is dampened by the low capacity of most Sites and regional organizations.

To overcome these challenges and meet these opportunities, this interpretive plan suggests **focusing the content around four interpretive themes** that strongly and clearly link most Sites throughout the Byway:

1. A Laboratory for Art and Architecture: In the Arroyo Seco, you can discover cutting-edge art and architecture that cuts across a more than a century of history--a laboratory of ideas testing what southern California can and should become.
2. Heralding America’s Transportation Age: When it was opened to traffic in 1940, the Arroyo Seco Parkway was celebrated as an aesthetic, engineering, and commercial triumph. But it also heralded the nation's freeway age and is just one of the many path breaking and surprising ways that connect Los Angeles and Pasadena, two of California’s most popular cities.
3. Diverse People, Distinctive Communities: For more than a century, a diversity of cultures from around the world have lived in and near the Arroyo Seco, creating the densest concentration of distinctive communities in southern California.
4. Revealing an Oasis: Despite its name, the Arroyo Seco is not a dry river. A century of harnessing and controlling it has rendered it nearly invisible, but it is possible to restore it as an environmental, cultural, and recreational oasis for all of southern California.

Secondly, this interpretive plan recommends **focusing on five audiences** that not only represent significant segments of the community, but also have the greatest regional potential for growth by most of the Sites in the Byway:

1. Aspiring Contemporaries: leading edge local residents that are upward strivers, ethnically diverse, culture buffs, and technologically savvy.
2. Affluent Suburbia: well-educated, wealthy Baby Boomers and their children who are very active culturally and enjoy expensive recreation.
3. Upscale America: white-collar households that enjoy recreation, are active in community and civic groups, and heavy Internet users.
4. Blue Collar Backbone: diverse households concentrated among the very old or very young who are budget-conscious and prefer social activities and outdoor sports and recreation.
5. Struggling Societies: young, minorities, students, and single parents trying to raise families on low incomes and very tight budgets, who tend to focus on free entertainment such as sports and television.

While all the Sites should endeavor to welcome all residents in and travelers to Los Angeles County, not one has the resources to adequately reach and serve everyone. To be effective, Sites must prioritize their activities and programs among the five audiences, placing special focus on Aspiring Contemporaries because that market segment seems to be a bridge that is well positioned to reach the other four.

To bring together the Sites that have an intrinsic relationship to the historical and cultural significance of the Arroyo Seco Parkway, the **interpretive strategy of the Arroyo Seco Parkway National Scenic Byway** is:

- *To share the historical, cultural, and natural resources associated with the Arroyo Seco Byway so that visitors feel they have discovered a place worth preserving and sharing with others and will become better stewards of the natural and built environment.*
- *To reach younger, leading edge local residents that are upward strivers, ethnically diverse, culture buffs, and technologically savvy (also known as Aspiring Contemporaries).*
- *To interpret the topics of art and architecture, transportation (particularly the Parkway), multicultural communities, and the Arroyo Seco river (presented as the themes of A Laboratory for Art and Architecture; Heraldizing America's Transportation Age; Diverse People, Diverse Communities; and Revealing an Oasis).*

This interpretive strategy intends to achieve the following objectives:

- 80% of visitors will be able to identify three historical, cultural, or natural resources associated with the National Scenic Byway.
- 60% of visitors will have visited at least three communities within the Byway.
- 40% of visitors will be able to identify the Arroyo Seco Parkway as a parkway (not as the Pasadena Freeway or a freeway) and is historically and culturally significant (e.g., recognized as a National Scenic Byway, listed on the National Register of Historic Places).
- 20% of visitors will describe their experience in the Byway using words like “worth preserving,” “will share with others,” and “inspired me to be better steward of the environment”.

Ideally, the efforts among the Sites within the Arroyo Seco National Scenic Byway would be led and coordinated by a dedicated non-profit or an existing non-profit organization with an allied mission. A non-profit regional association could coordinate collaborative projects and promotional efforts; act as a spokesperson for the region; pursue mutually-beneficial grants and donations; and provide training and technical support. An infusion of major support will accelerate implementation and should be primarily directed at regional efforts because they will provide long-term overall benefits to most Sites and visitors. Top priorities for regional collaborative efforts include:

1. Wayfinding: A clear and consistent system of signs to direct visitors to major Sites in the Byway.
2. Regional Maps: A simple single printed map of the region or subregions to help visitors plan their travel and navigate the Byway.
3. Micro-visitor Centers: A place where visitors can obtain information, plan their travel, and get recommendations from local experts.
4. Website: A single online source for information about the region to help visitors plan their travel and learn more about the Byway's significant Sites.
5. Creating a Destination: Deliberately creating a national presence for a distinct region through unified and connected high-quality visitor experiences.
6. A Grant Program to Support Marketing and Interpretation at Byway Sites: Funding, even at the \$1000-\$10,000 level, is a significant incentive for participation, coordination, and implementation of the interpretive plan because it reduces risk and builds capacity.

Although National Scenic Byways are usually associated with a dedicated non-profit organization to coordinate and lead activities, the absence of such an organization in the Arroyo Seco Byway at present suggests that an interim solution would require work by individual organizations and small groups of Sites that will eventually lead towards a regional association supported by a large number of Sites. In many cases, the visitor experience can be strengthened simultaneously both on an individual Site and regional basis, however, given the limited resources at present, this most likely will need to first occur on an incremental basis by individual Sites. This plan includes a series of recommendations for building and retaining audiences for individual and groups of Sites.

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SECTION ONE: INTRODUCTION



Mañana Flor de Sus Ayeres
Tomorrow is the Flower of Its Yesterday

Dedication on the Cornerstone of the Southwest Museum, 1913

BACKGROUND

This interpretive plan is one of the culminating products to “share the numerous and diverse resources of the Arroyo Seco Parkway National Scenic Byway with Byway travelers based on the recommendations contained in the [2004] Corridor Management Plan.” It is built upon the work of many others, in particular the “Arroyo Seco Parkway Inventory of Interpretive Assets” by the National Trust for Historic Preservation (2012) and the “Market Research on Affiliated Sites and Visitors” by the Community Land Use and Economics Group and Decision Support Partners (2012); is aligned with the “Arroyo Seco Parkway National Scenic Byway Brand and Marketing Plan” by WriteBrand Studio (2012); and was developed in consultation with a diverse group of community stakeholders representing museums, historic sites, cultural organizations, advocacy groups, local businesses, government agencies, and non-profit organizations.

The Arroyo Seco Parkway National Scenic Byway continues to be the subject of numerous studies that may significantly affect the recommendations and implementation of this interpretive plan. Coordination with such projects as the Cornfields Arroyo Seco Specific Plan, the Draft Arroyo Seco Parkway Corridor Management Plan, the Golden Necklace Trailway Project, Arroyo Seco Watershed Sustainability Program, and Arroyo Seco Confluence will be essential for successful implementation. This interpretive plan is aware of the many projects and plans of various non-profit organizations, private developers, and governmental agencies, however, given their uncertainty of adoption and implementation, this interpretive plan is based solely on current conditions and projects near completion.

PURPOSE AND GOALS

The 2004 Draft Corridor Management Plan recommends the creation of a formal Byway organization and this interpretive plan moves towards that goal, however, it also recognizes the diverse levels of organizational capacity within the Byway and the challenge of collaboration, thus it also includes goals for individual and small groups of Sites that will enhance and improve the visitor experience as well act as steps towards a formal Byway organization.

This plan is focused around three major elements:

- **Content:** what historical, cultural, and natural resources are available to the public; what stories are significant; how do Sites relate to each other topically; what themes connect Sites
- **Audiences:** what visitors or customers are currently traveling in the Byway; what are their interests and needs; are there any patterns or trends in visitation; what is the current and potential size of this market
- **Interpretive Strategies or Methods:** how do we connect visitors with the themes; what will motivate them to visit; what strategies will be most engaging and sustainable

Interpretive planning assembles ideas and information into one place, conducts research on assumptions, provides initial analysis and recommendations, and suggests unified strategies and direction based on the successful experience of other communities and organizations across the country. It is not intended to be comprehensive nor complete—every Site and region is unique and circumstances continually change and evolve—nor is it intended to be simply implemented on a step-by-step basis. For this document

to be useful, it requires the ongoing testing and evaluation by the participating Sites to continually refine recommendations both on individual and regional levels, which will require a shift from simply “getting it done” to “continually improving” and a shift from focusing on their own individual needs to those of their visitors and the region. Secondly, regional success relies on the support and participation of many businesses and organizations, which is a particular challenge for this region given that most operate at a low capacity. There is, however, great potential for growth because of its rich array of historical, cultural, and natural resources; a largely untapped market of visitors; and a creative, thoughtful, and committed group of community leaders.

BYWAY MISSION AND VISION

The mission and vision of the 2004 Draft Corridor Management Plan of the Arroyo Seco Byway National Scenic Byway and the 2012 draft Corridor Partnership Plan provide the foundation for this interpretive plan.

Byway Mission from the 2004 Draft Corridor Management Plan

- *The preservation, restoration and rehabilitation of the historic parkway's bridges, lights, landscape, views and other character defining features can, by distinguishing the parkway from the other freeways in the greater Los Angeles basin, improve the safety and function of the parkway--making the parkway a positive feature of the larger Arroyo region. The historic Arroyo Seco, through its parkway, parks and neighborhoods can reclaim the best of its former beauty and ecology by improving community linkages, safety and recreation and restoring a healthy environment. The*

introduction of a refreshed and pleasing setting for the neighborhoods that the parkway and parks traverse, can improve driver behavior and will return civility and enjoyment to the parkway originally envisioned as a scenic drive between downtown Los Angeles and Pasadena.

Byway Vision from the 2012 draft Corridor Partnership Plan

- *The Historic Arroyo Seco Parkway National Scenic Byway is a pleasurable drive and gateway to diverse urban communities within the greater Arroyo Seco watershed. When driving throughout the Byway corridor, transportation and the environment are seamless. The beauty of the landscape defines the corridor; historic features enrich the drive; the byway (historic parkway) and other roadways in the corridor are well maintained; and neighborhoods and parklands feel connected and accessible. The byway provides access to unique resources having cultural, historic, natural, recreational, and scenic value, increasing tourism and fueling the economy.*
- *The Byway Corridor Partnership Plan (CPP) broadens the traveler's experience within the byway corridor by promoting ways to enhance and maintain a safe, efficient, convenient, accessible, aesthetically pleasing, and reliable transportation system consisting of the historic parkway and adjacent roadways, bus and rail transit, bikeways, and pedestrian walkways connecting neighborhoods to one another and the Arroyo Seco to the region.*

This interpretive plan also attempts to align with the missions and visions of the individual Sites within the Byway to develop interpretive themes, coalesce around shared goals, identify potential partners, gain support, and successfully implement the

plan's recommendations. Although many organizations easily relate to the Byway's mission and vision, others do not (see Appendix A for a sampling of mission statements of individual Sites). For regional interpretive plans to succeed, it is essential that the participating Sites share a related mission so that everyone has an intrinsic commitment for the work and that the visitor has a seamless connected experience. Organizations with disparate missions may collaborate, but that is best achieved through promotional rather than interpretive efforts. Organizations with missions unrelated to the mission of the Arroyo Seco Byway may wish to consider modifying their missions to be more closely aligned, however, this should be pursued with caution. Every organization needs to follow a mission that's true to its own purposes, beliefs, and interests and not alter it to suit temporary needs or opportunities.

A discussion and follow-up survey with stakeholders in 2012 developed a vision for the visitor experience of the Arroyo Seco Parkway National Scenic Byway (what visitors should think, feel, or do as a result of their visit to the Byway) that primarily emphasized:

- Tell others about their experiences, either online or in person.
- Feel they have discovered a great place.
- Feel satisfied and have met their expectations.
- Feel a personal connection to the place.

And secondly:

- Become better stewards of the natural and built environment.

DEFINITIONS

This interpretive plan uses terms in a specific manner and because they have different meanings in other contexts, they are defined as follows:

Arroyo Seco Parkway: The highway completed in 1940 that connects Pasadena and Los Angeles, which has been identified at various times as the Pasadena Freeway, US Route 66, and State Route 110. Similar parkways include the Blue Ridge Parkway (1935) and the Merritt Parkway (1938). Alternatively the Arroyo Seco Historic Parkway or Parkway.

Arroyo Seco Parkway National Scenic Byway: The U. S. Secretary of Transportation's official designation of the Arroyo Seco Parkway from the Four Level Interchange in Los Angeles to Colorado Boulevard in Pasadena, as well as the immediate surrounding region or corridor to include several Sites. Other National Scenic Byways in California include the Big Sur Coast Highway (Route 1) and Tioga Road in the Sierra Nevada. Alternatively the Arroyo Seco Byway or Byway.

Resident: People who live within the Arroyo Seco Byway.

Site: a physical place in the Arroyo Seco Byway that is intrinsically related to the historical and cultural significance of the Arroyo Seco Parkway. This may include but is not limited to a museum, historic site, park, business, or commercial district.

Tourist: People who live outside of the Arroyo Seco Byway and come into the Byway for recreation, leisure, or pleasure. They may or may not stay overnight in the area.

Visitor: a person who comes to a Site in the Arroyo Seco Byway for recreation, leisure, or pleasure (not for business, work, or formal education), which includes but is not limited to a visitor, guest, or customer (but not a client or student). They may be either Residents or Tourists.



SECTION TWO: CONTENT



Like earlier generations of English intellectuals who taught themselves Italian in order to read Dante in the original, I learned to drive in order to read Los Angeles in the original.

Reyner Banham in *Los Angeles: The Architecture of Four Ecologies* (1971)

SITES INVENTORIED

The National Trust for Historic Preservation conducted in-depth assessments on the following Sites to determine current programming and activities; historical, cultural, and natural significance; their ability to accommodate visitors; and potential for partnerships in promotion and interpretation. Local stakeholders provided an initial list of 45 prioritized Sites for consideration as part of the inventory, including a diverse collection of museums, historic districts, restaurants, retail businesses, transportation hubs, accommodations and other attractions. All Sites on this initial list of assets were visited and other potential Sites were identified in the course of research. An assessment of each of these Sites can be found in Appendix B: “Arroyo Seco Parkway Inventory of Interpretive Assets” by the National Trust for Historic Preservation (March 2012).

1. Angeles National Forest
2. Arroyo Craftsman Neighborhood
3. Arroyo Seco Parkway
4. Arroyo Seco River
5. Arroyo Vista Inn
6. Audubon Nature Center at Debs Park
7. Avenue 50 Studio
8. Biltmore Millennium Hotel
9. Chinatown (Downtown Los Angeles)
10. El Pueblo de los Angeles Historical Monument & Olvera Street
11. Elysian Park
12. Galco’s Soda Pop Stop
13. Gamble House
14. Grand Avenue Museums and Sites
15. Heritage Square

16. Highland Park business district
17. Huntington Library, Art Collections and Botanical Gardens
18. Japanese American National Museum and Little Tokyo
19. Judson Studios
20. Los Angeles City Hall
21. Los Angeles River Center and Gardens
22. Los Angeles State Historic Park
23. Lummis Home & Gardens/El Alisal
24. Metro Gold Line
25. Old Pasadena
26. Pacific Asia Museum
27. Pasadena’s Lower Arroyo Park
28. Phillippe’s French Dip
29. Route 66
30. Saga Inn Motor Lodge
31. South Pasadena/ Old Mission District
32. South Pasadena Historical Museum (Meridian Iron Works)
33. Southwest Museum of the American Indian
34. Sycamore Grove Park
35. The Raymond Restaurant
36. Union Station
37. Walt Disney Concert Hall



Highland Park with the Arroyo Seco in the foreground and the Southwest Museum under construction in the background, 1913.

TIMELINE

This timeline of major events shows the rich interconnected history of the Arroyo Seco Byway. The events listed are subjectively selected to highlight the interpretive themes; the timeline is not comprehensive nor definitive.

- 1770 Arroyo Seco explored and named by Gaspar de Portola, meets Tongva people who have lived in this region for centuries. The first time the Arroyo Seco is explored by Europeans.
- 1781 Pueblo of Los Angeles established by Spain
- 1821 Mexico (including California) independent of Spain
- 1850 City of Los Angeles incorporated following annexation by United States
- 1874 Indiana Colony established
- 1883 Historical Society of Southern California established
- 1886 Indiana Colony changes its name to Pasadena and incorporates as a city
Elysian Park established
- 1887 Atchison, Topeka, and Santa Fe (ATSF) Railway connects Los Angeles and Pasadena
George Morgan builds on speculation the Hale House in Highland Park
- 1888 City of South Pasadena incorporated
- 1893 William Lees Judson moves to Garvanza and soon afterward establishes the University of Southern California's "Los Angeles College of Fine Arts"
- 1894 Greene and Greene establish their architectural practice in Pasadena
- 1895 Highland Park annexed by the City of Los Angeles (904 acres)
- 1896 Charles Lummis begins building El Alisal
- 1899 Garvanza annexed by the City of Los Angeles (440 acres)
- 1900 California Cycleway begins construction of an elevated bikeway to connect Los Angeles and Pasadena
- 1900s Little Tokyo develops as a distinct community
- 1905 Charles Lummis establishes the Arroyo Seco Foundation
- 1907 Southwest Museum established
- 1908 Gamble House completed
Angeles National Forest established
- 1912 Arroyo Seco Addition annexed by the City of Los Angeles (4,416 acres)
- 1913 Colorado Street Bridge completed
- 1914 Southwest Museum opened
- 1919 Huntington Library founded
- 1920 Devil's Gate Dam completed, first flood control dam in Los Angeles County

- When USC consolidates its campus and moves the art college out of Garvanza, Judson Studios, a family-run stained glass business in downtown Los Angeles, moves to William Judson's home in Garvanza
- 1922 Firm of Greene and Greene closes
Pasadena Art Institute established
Rose Bowl completed
- 1926 U. S. Route 66 established
- 1927 Pasadena City Hall completed
- 1928 Charles Lummis dies
Los Angeles City Hall completed
- 1930 Olvera Street opened as a tourist destination
- 1938 Major flood
New Chinatown dedicated
- 1939 Union Station opens on the site of Old Chinatown
- 1940 Arroyo Seco Parkway completed
- 1949 Four Level Interchange completed connecting US Route 101 and State Route 110 (Arroyo Seco Parkway) and the Arroyo Seco Parkway becomes the final alignment of U. S. Route 66 through the Byway corridor



- 1953 Pasadena Art Institute receives major gift of modern art
- 1954 Pasadena Art Institute renamed Pasadena Art Museum
- 1966 Gamble House deeded to City of Pasadena and University of Southern California
- 1969 Cultural Heritage Foundation of Southern California established and creates Heritage Square Museum
Pasadena Art Museum opens in current location
- 1971 Pacific Asia Museum established
- 1975 Pasadena Art Museum changes its name to the Norton Simon Museum of Art following a merger with Simon's art collection
- 1980 Museum of Contemporary Art established
- 1982 Highland Park Heritage Trust formed
- 1983 Temporary Contemporary (MOCA) opens
- 1986 MOCA Grand Avenue completed
- 1987 South Pasadena Historical Museum opens
- 1995 Museums of the Arroyo consortium formed
- 2002 Arroyo Seco Parkway named a National Scenic Byway
- 2003 Metro's Gold Line connects Los Angeles and Pasadena using the ATSF railway line
Audubon Center at Debs Park completed
Walt Disney Concert Hall completed
ArroyoFest Freeway Walk and Bike Ride
- 2004 Draft Arroyo Seco Corridor Management Plan completed
- 2011 Arroyo Seco Parkway Historic District added to the National Register of Historic Places

SITES OVERVIEW

This interpretive plan is based on an inventory of Sites completed by the National Trust for Historic Preservation in 2012. Local stakeholders provided an initial list of 45 prioritized Sites for consideration as part of the inventory, including a diverse collection of museums, historic districts, restaurants, retail businesses, transportation hubs, accommodations and other attractions. The consultant team visited all Sites on this initial list of assets within or adjacent to the Arroyo Seco Parkway National Scenic Byway, and also identified other potential Sites in the course of the team's research. While the National Scenic Byway grant application outlined the asset inventory as including "the completion of site assessment for between 25 and 30 key interpretive Sites, including an overview of current interpretive efforts and specific interpretive recommendations for each site," the completed asset inventory included assessments for 34 interpretive Sites. Overall impressions of the Sites' strengths, opportunities, weaknesses, and threats are:

Strengths & Opportunities	Weaknesses & Threats
The National Scenic Byway designation bestowed on the Byway by the Federal Highway Administration brings national prestige as well as other opportunities to the Sites along the Arroyo Seco Parkway.	As a heavily traveled urban National Scenic Byway, driving the Arroyo Seco Parkway can be excruciatingly slow during the morning and evening rush hours, or a steering-wheel gripping experience when driven at high speed at other times of the day. As a roadway that was designed for maximum speeds of 40-45 miles per hour, the curves and especially the orientation and length of the on and off ramps discourage travelers from getting off the Parkway when traveling between downtown Los Angeles and Pasadena.
The Arroyo Seco Parkway also served as part of Route 66, adding to its historical significance. There are several other historical alignments for Route 66 that include parallel supporting roads such as Figueroa, offering alternative travel routes that could encourage travelers to slow down and explore Sites along the Byway.	The alternate alignments for Route 66 are not well marked, and may not be perceived by travelers as part of the scenic Byway experience. While a few Route 66 signs are still extant, they are not used consistently along the route and many signs are weathered and difficult to read. While the signs tell travelers they are on Route 66, there is no indication about what that means or how to get more information.
There is a rich diversity of Sites in the Byway, many with national and regional significance, in a concentrated area.	Travel is predominately based on highways and although many Sites are nearby, many visitors do not venture off the highways out of concerns for safety, potential delays, or getting lost.
The Arroyo Seco Parkway offers distinctly different kinds of experiences in the communities located along the 9 mile-long Byway, offering the potential to discover tremendous variety while traveling only a few miles.	Each community has a strong identity and perceptions among communities often hinders collaboration among Sites.
Many of the Sites are close to Metro Gold Line stations. The Gold Line stations are clean and easy to use, offering affordable passes for locals and out of town travelers. Every Gold Line station includes a commissioned work of art by a local artist.	Relatively few Visitors are willing or able to use mass transit, or are unaware of the proximity of Sites to Metro Gold Line stations.

Many of the stops along the Metro Gold Line are named after Arroyo Seco Parkway attractions (e.g. Southwest Museum, Heritage Square, Chinatown, etc.). This provides added visibility for these attractions.	Sometimes Gold Line place names are misleading (e.g., Heritage Square is not visible or easily accessible from the Heritage Square station on the Gold Line, and although the Southwest Museum stop is adjacent to the Southwest Museum, the museum is closed and the future of the museum is in jeopardy).
Some sections of the Byway are served by dedicated bike trails or bike lanes. Local businesses, such as the Bike Oven and Flying Pigeon, promote urban bicycling experiences along the Byway.	Some bike trails are located in the Arroyo itself, and are subject to flooding and closures when the water is high. Other segments include sharing heavily traveled roads with cars, requiring riders to be savvy urban bicyclists.
The Arroyo Seco Parkway has been successful in changing the official name of the Pasadena Freeway to the Arroyo Seco Parkway, including the installation of a new monument sign for the Arroyo Seco Parkway along the Byway as well as new signage with the “Arroyo Seco Parkway” moniker.	Directional signs are inconsistent or difficult to find, hours or open/closed status is unclear, and sometimes place names are misleading (e.g., Heritage Square station on the Gold Line).
There is a system of wayfinding and interpretive signage in downtown Los Angeles to designate different districts and provide interpretive information about each area.	There is no corresponding wayfinding or interpretive signage outside of downtown Los Angeles and directional signs are inconsistent or difficult to find, hours or open/closed status is unclear. Navigating the Byway is difficult in any mode of transportation. Some Sites are easiest to access via car, others are easier to access by other modes of transportation.
Staff at the Sites, whether paid or volunteer, are passionate and knowledgeable about their Sites and welcome people to explore them.	Some Visitors have had poor experiences at a few Sites with frontline staff or guides and posted negative reviews online.
The two ends of the Byway (downtown Los Angeles and Pasadena) serve as strong anchors with a well developed concentration of tourism attractions and visitor services.	Most organizations tend to focus on their own Sites, and do not have the capacity or time to go much beyond their walls either to engage the surrounding community, collaborate with other organizations, or promote other Sites.
Some tourism marketing entities such as LA Inc have been supportive of promoting visitor experiences along the Byway, even though part of the Byway extends outside the boundaries of Los Angeles.	The Byway spans several different municipalities (Los Angeles, South Pasadena, Pasadena) that each have their own tourism marketing entity with corresponding boundaries in terms of the region they represent.
Some of the Byway’s interpretive themes are already well represented by Sites along the Byway	Some interpretive themes (such as “Heralding America’s Transportation Age”) encompass stories that are not currently being shared with visitors.
The Byway’s location in the heart of Los Angeles means that there is a large potential audience within easy driving distance of the Byway. Some Sites have conducted informal visitor surveys to evaluate visitor satisfaction or determine residency and some regional organizations, such as Los Angeles Tourism & Convention Board, have conducted major studies of visitors for extended periods.	Most individual Sites know little about their visitors or customers, including demographics, interests, or motivations, and information is not collected in a formal or consistent manner.
Some Sites along the Byway have already found ways to collaborate in a limited way. For example, MOTA (Museums of the Arroyo) is an annual collaboration between five museums in Highland Park and Pasadena, and walking tours are offered in several communities along the Byway.	Despite the existence of corridor-wide entities such as the Arroyo Seco Foundation, the Council of Arroyo Seco Organizations and the Council of Arroyo Seco Agencies, very few corridor-wide partnership efforts have been created to link together the Sites that collectively make up the Arroyo Seco Parkway.

Eateries along the Byway offer a gastronomic opportunity to enhance the visitor experience. Options include culturally diverse foods as well as dining establishments in historic buildings that support the Byway's interpretive themes.	Most visitor experiences at Sites are focused along specific methods, such as guided tours and special events, and do not include alternatives for various thinking styles or incorporate popular digital technologies.
The interpretation of a few individual Sites, such as the Gamble House, is based on recent scholarship.	The significance of more Sites needs to be presented visibly and conveniently or updated to reflect current scholarship.
Most Sites are open to the public on a regular basis at some time during traditional business hours (Monday-Saturday, 9 am to 5 pm). A few Sites are willing and able to open additional hours and alter facilities to reach specific audiences.	Most of the Sites are not accessible to persons with limited mobility. Some Sites are not open during hours that are convenient for Tourists. Not all Sites along the Byway are open to individual travelers. For example, Judson Studios is only open for group tours by appointment.
A few Sites have a strong base of support and sufficient staff to maintain programs and develop ones in a sustainable and strategic manner.	Organizational capacity at most Sites is low, typically relying on very small staffs that may not be able to accommodate increased visitation or Byway-wide activities.

Several key Sites within this region such as the Broadway Theater District, the Rose Bowl and Dodger Stadium do not fit into the interpretive themes identified for the Byway, but are prominent popular destinations. These Sites and other attractions such as the Los Angeles Police Museum in Highland Park and the Pasadena Museum of History (two of the five museums featured in the annual Museums of the Arroyo Day along with the Gamble House, Heritage Square and the Lummis House), are additional attractions that may not be strongly related to the Byway's interpretive themes, but draw visitors to the region and would continue to be outstanding partners for marketing and promotion of the region.

For more details on the Sites, see Appendix B: "Arroyo Seco Parkway Inventory of Interpretive Assets" by the National Trust for Historic Preservation (2012).

INTERPRETIVE SCOPE

Geographically, this interpretive plan aligns with the Draft Corridor Management Plan by focusing on corridor surrounded the viewshed from the Arroyo Seco Parkway from its northern terminus at Arroyo Parkway and Colorado Boulevard in Pasadena and its southern terminus at Four Level Interchange with the Hollywood Freeway (#101) in Los Angeles, which is roughly a range of up to three miles on either side of the Parkway. Chronologically, this interpretive plan focuses on the period of 1800 to the present day, however, some interpretive themes draw on events that fall fifty years before this period. Although this scope provides temporal and spatial bounds for the planning of the interpretation, it is not intended to prohibit interpretation beyond these limits. Indeed, we strongly recommend that the interpretation make clear and obvious connections to the present day and to visitors' personal experiences (which will include places, people, and events outside of the Arroyo Seco Byway) to be engaging and relevant. Successful interpretation relies on continually demonstrating that a Site's history and current activities are meaningful and relevant to its visitors--a "living" history where people make choices and determine the communities we have today and the future we want tomorrow.

MAJOR TOPICS AND THEMES

Purpose of Interpretive Themes

The purpose of the interpretive themes is to provide a way to:

- Develop a clearly recognized “**collection**” of **experiences** that can promote the Arroyo Seco as a destination. Visitors/customers typically experience a visit holistically, not as discrete units. In other words, visitors see a Site visit as just one of many events during their travels, which will include eating, shopping, and exploring and view it as one interrelated experience. A theme provides a strategy for connecting places and presenting them to visitors as a convenient package.
- **Appeal to targeted audiences.** The general public is composed of many different audiences, each with its own expectations of and motivations for visiting a place. Themes are crafted so that they appeal to specific segments of the public or target audiences identified through research. Different target audiences may result in different themes in order to appeal to their interests.
- **Support a shared history** among as many museums, sites, businesses, parks, and places as possible in the Arroyo Seco to extend limited resources and encourage collaborative promotional, fundraising, and educational programming. The interpretive plan recognizes that some Sites will easily identify with several themes whereas others will find it difficult to relate to even one. We recommend that each Site evaluate its current programs, activities, and mission against each theme to determine what is appropriate and to see how future programs and activities may be easily altered to more closely align with a theme and thus share in joint publicity or educational efforts. For example, a restaurant near several art studios may decide

to display paintings by local artists to appeal to similar customers.

The themes are not intended to be comprehensive or definitive. As existing Sites change, new Sites are developed, or more historical research is conducted, the themes may change as well. Nevertheless, we have intentionally selected themes that can direct long-term efforts despite minor changes.

Theme Structure and Organization

Each theme includes:

1. Theme Title: the topic of the theme in a few words, used for shorthand among participants
2. Theme Statement: a short one-two sentence encapsulation of the Theme
3. Theme Narrative: a longer explanation of the Theme Statement with a few examples drawn from throughout the region and over time.
4. Interpretive Objectives: potential measures of success to determine if the themes have been successfully communicated to visitors/customers. Each objective also includes an anticipated success rate stated as a percentage of the total number of visitors to ensure there a progressive range of objectives from low to high.
5. Associated Scholarship: a few excerpts from scholars to support the theme and for further reference. The Arroyo Seco Foundation also has an extensive online bibliography of historic and recent books, reports, newspaper articles, and other resources related to the region at <http://www.arroyoseco.org/bibliography.htm>.



A LABORATORY FOR ART AND ARCHITECTURE

Theme Statement

In the Arroyo Seco, you can discover cutting-edge art and architecture that cuts across a more than a century of history--a laboratory of ideas testing what southern California can and should become.

Theme Narrative

The first LEED Platinum-certified building in the United States is the Audubon Center in Debs Park, a cutting-edge green building that is a national model of sustainable architecture. It's the latest example of a century of innovative art and architecture that's happened in the Arroyo Seco. The 1887 Hale House may now seem quaint and picturesque but it was designed with the latest architectural ideals of the time. The heavy Arroyo cobblestones of the Lummis House contrast with the smooth teak and mahogany timbers of the Gamble House, but both were local forerunners of

the English Arts and Crafts Movement. Sitting on the fringe of Los Angeles, the Arroyo has always attracted artists who were exploring the edge of contemporary art, such as the California Art Club's following of Plein Aire in the early 1900s, David Siqueros' controversial 1932 mural "America Tropical" on Olvera Street and the avant garde art exhibits at the Norton Simon Art Museum in the 1960s, to the growth of the Mexican-American art movement that was born here in the 1970s and today's community of independent art studios peppered throughout the Byway region. This canyon connecting Los Angeles and Pasadena is an on-going laboratory for ideas of what southern California can and should become.

Interpretive Objectives

- 80% of visitors will visit two or more Sites that are significant in art and architecture along the Arroyo Seco.
- 60% of visitors will be able to identify two places in the Arroyo Seco region that are or were innovative, cutting-edge, or ground-breaking in the areas of art or architecture at some point in history.
- 40% of visitors will be able to connect two places in the Arroyo Seco region to a broader regional, national, or international art movements.
- 5% of visitors will describe their experience in the Arroyo using words like innovative, cutting-edge, or ground-breaking.

Associated Scholarship

“The purchasers or contractors who designed the buildings [in the 1880s Los Angeles] faithfully reproduced the picturesque patterns then prevailing in the United States. Distinguished by wide verandas, wooden shingles, bay windows, and mansard roofs, their Victorian homes looked like country cottages fashionable in both the Pacific Northwest and northern California. Replete with Corinthian columns, iron facades, Renaissance cornices, and ornamental towers, their business blocks closely resembled commercial edifices familiar in Seattle and Sacramento alike. While southern Californians boasted of their unique climate, history, and resources, nothing in the setting, structure, and materials of their architecture evoked these features--except, ironically, the deteriorating Mexican adobes. With its rustic landscape, limited dispersal, segregated land-use, gridiron layout, and picturesque aesthetic, Los Angeles differed little in appearance from the typical town of the late nineteenth-century American West.”

The Fragmented Metropolis: Los Angeles, 1850-1930 by Robert M. Fogelson (University of California Press, 1966), p. 139.

“Echoing the writings of people such as Jackson, Lummis, and Keeler, the Arts and Crafts house and church represent a symbolic retreat from the materialism of American society into a quieter place. The decorative schemes that their architects drew upon--English Tudor, Swiss chalet, Japanese temple, and Spanish mission--were obviously contrived to celebrate an earlier, better day before the advance of modern industry and technology. Far from being a prelude to the modernist movement in architecture, the Arts and Crafts movement in California was anti-commercial, anti-modern. Ironically, it was not anti-machine. Its proponents might be slightly embarrassed by their dependence on machines, but they nevertheless used them to saw the wood and power the gadgets that were employed in all but the most primitive Arts and Crafts houses.”

Toward a Simpler Way of Life: The Arts and Crafts Architects of California edited by Robert Winter (University of California Press, 1997), p. 9.

“The Audubon Center at Debs Park is the National Audubon Society’s first nature center in California to be constructed from the ground up using environmentally sensitive design techniques. It is also the first building in the U. S. to achieve a Platinum rating under version 2 of the U. S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Rating System. The Center is operated entirely off-grid, using only power generated on site. It is expected to use only 25,000 kWh of energy each year (around five kWh per square foot). The Center is designed to use 70% less water than a comparable conventional building, and to treat all wastewater on site. More than 50% of the building materials were manufactured locally, and more than 97% of construction debris was recycled.”

LEED Case Study, U. S. Green Building Council (<http://leedcasestudies.usgbc.org/overview.cfm?ProjectID=234>)

Related Places

This listing is primarily of places strongly associated with this theme, are within the viewshed of the Arroyo Seco Parkway National Scenic Byway, and welcome visitors without special permission. Typically excluded are places outside this geographic area or homes and other private places, even if they are visible from the public right-of-way, except in extraordinary circumstances (such as a high level of historical or cultural significance, convenient access, adequate safety, or high level of relevance to the target audiences or interpretive themes). This list is provided to show the range and depth of Sites associated with this theme to aid with planning and collaboration; it is not intended to be comprehensive or definitive.

Arroyo Vista Inn
Audubon Nature Center at Debs Park
Avenue 50 Studio
Batchelder House
El Alisal (Lummis House)
Gamble House
Geffen Contemporary at MOCA
Heritage Square
Highland Park Murals
Highland Park-Garvanza Historic Preservation Overlay Zone
Huntington Library, Art Collections, and Botanical Gardens
Judson Studios
Los Angeles River Center (formerly Lawry's California Center)
Los Angeles City Hall

Lower Arroyo Seco Historic District (Pasadena)
MOCA Grand Avenue
Norton Simon Museum (formerly Pasadena Museum of Art)
Oaklawn Neighborhood
Pasadena City Hall
Pasadena Museum of California Art
Public art at Gold Line Metro Stops
Rose Bowl
Southwest Museum (currently closed)
The Raymond Restaurant
Union Station
Walt Disney Concert Hall



HERALDING AMERICA'S TRANSPORTATION AGE

Theme Statement

When it was opened to traffic in 1940, the Arroyo Seco Parkway was celebrated as an aesthetic, engineering, and commercial triumph. But it also heralded the nation's freeway age and is just one of the many pathbreaking and surprising ways that connect Los Angeles and Pasadena, two of California's most popular cities.

Theme Narrative

Southern California is known for its freeways, but in the 1930s, they were just a dream. Traveling speedily by car without ever stopping at intersections or traffic lights wasn't fulfilled until 1940 with the completion of the Arroyo Seco Parkway, an aesthetic, engineering, and commercial triumph that heralded the nation's

freeway age. It was just one of a series of innovative ways of moving between two of the county's largest cities--Los Angeles and Pasadena--despite the Arroyo's narrow canyon and unpredictable floods. Four railroads, starting with the Atchison, Topeka, and Santa Fe Railroad in 1887, squeezed their lines through the Arroyo and not only connected it to the rest of the United States, but also spawned the towns of Highland Park, Garvanza, and South Pasadena along the Arroyo, attracting people who wanted to live in the country but could easily reach the southland's major cities. The popularity of bicycles prompted the California Cycleway, a dedicated bike path between Pasadena and Los Angeles. The railroad, streetcars, and bicycles were quickly joined by automobiles, who could navigate the tight and hilly canyon much more easily and quickly, resulting in major highways such as U. S. Route 66. The Arroyo Seco Parkway is the last official alignment of Route 66, following four previous alignments that ran through the Arroyo, and became the first "freeway" to bypass a commercial corridor (Figueroa St.), harkening a trend with the interstate highway system. Streetcars were replaced by buses, and are now joined by the Metro Gold Line, adding to the variety of ways to experience the Arroyo Seco.

Interpretive Objectives

- 80% of visitors will be able to identify the Arroyo Seco Parkway as a parkway and the forerunner of southern California's freeway system.
- 60% of visitors will be able to identify three ways to travel between Pasadena and Los Angeles.
- 20% of visitors will use the Gold Line to visit a site.
- 5% of visitors will describe their experience traveling in the Byway using words like fun, enjoyable, and convenient.

Associated Scholarship

Railroads “were crucial as a means of stimulating the subdivision of the countryside, and the expansion of the metropolis [Los Angeles], through 1910. But the region's dispersal, prosperity, and mild climate, combined with its population's inordinate mobility and acquisitive inclinations, formed a favorable setting for the motor car too. It soon supplanted the electric train, as auto registration in Los Angeles County, less than 20,000 in 1910, exceeded 100,000 in 1920, and approached 800,000 a decade later. The car did more than extend the railways' radial line of settlement. It also increased the accessibility of sections by-passed by the tracks, served places located far from stations, opened up foothills where steep grades precluded profitable rail operations, and in these ways encouraged developers to subdivide isolated but otherwise desirable districts. As its safe and widespread use required efficient and extensive highways, however, the responsibility for transportation shifted from private developers to public authority.”

The Fragmented Metropolis: Los Angeles, 1850-1930 by Robert M. Fogelson (University of California Press, 1966, reprinted 2001), p. 92.

“The popularity of the automobile was not without its own problems. As more residents took to their cars, the streets became exceedingly crowded. At first, the congestion only affected the roads leading into the downtown area. But soon traffic became heavy in the newly constructed suburban shopping districts. This situation began to repeat itself with disconcerting frequency. First, city engineers would open or widen new highways to facilitate the flow of vehicles. The improved access would attract heavy usage. Businesses would then move to the new thoroughfare to take advantage of the busy location. Once shopper began frequenting these stores, traffic movement would slow. . . . City officials believed they had found the answer to this recurring problem in the much-heralded freeways. In 1938, a federally sponsored traffic survey boldly declared that a system of limited access highways would allow the region to tie its subcenters together. The freeways would once again establish definite transportation routes and thus stabilize land values in business districts spread across the county. Those living in the outlying areas favored the proposal because it promised to speed their daily commute. Downtown business interests also supported the proposition because they felt the new highways would clear the congestion from the streets and once again provide easy access to the central business district. Most important, user of the system would pay for the cost of its construction themselves.”

Los Angeles and the Automobile: The Making of the Modern City by Scott Bottles (University of California Press, 1991), p. 20.

“For forty years, from the late 1930s up through the 1970s, transportation policy in Los Angeles and Southern California had been focused almost exclusively on where and how to build and expand the freeway system. Similar to the large water-supply projects and extended flood-control programs that were built in the same period and that put in place the water infrastructure for Los Angeles, highway construction molded and shaped the land-use patterns, commercial and industrial activities, and spatial identities of the region. By the 1980s and 1990s, however, massive construction projects no longer seemed feasible, due to cost, political and legal barriers, and enormous environmental impacts. The freeway systems' focus shifted from system expansion to system management, as congestion--one- and two-hour and longer freeway commutes from house--became the issue of the moment.”

Reinventing Los Angeles: Nature and Community in the Global City by Robert Gottlieb (MIT Press, 2007), p. 11.

“The resulting scale of Los Angeles in the 1960s was so staggering and unprecedented that distinguished urban planners were left speechless. This was no simple hub-and-spoke industrial city, with boulevards and rail lines radiating outward from a central downtown core. In was, in the words of one scholar of the period, a 'fragmented metropolis'--a multi-headed beast with no center, with a system or urban organization that Easterners and Europeans couldn't fathom, and with a sense of urgent destiny that it clearly preferred movement over history. 'Like earlier generations of English intellectuals who taught themselves Italian in order to read Dante in the original,' the English architectural historian Rayner Banham wrote in 1971, 'I learned to drive in order to read Los Angeles in the original.'”

The Reluctant Metropolis: The Politics of Urban Growth in Los Angeles by William Fulton (Solano Press Books, 1997), p. 9-10.

Related Places

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Arroyo Seco Bridges (including Colorado Street, York Boulevard, and Metro Gold Line trestle)

Arroyo Seco Parkway

Chicken Boy

Chinatown

Historic Santa Fe Train Depot at the Del Mar Gold Line Station (Pasadena)

Dodger Stadium

Fair Oaks Pharmacy (South Pasadena)

Figueroa Tunnels

Galco's Soda Pop Shop

Glimpse of Arroyo Seco River Channel

Highland Theater

Historic Auto Showrooms on Colorado Boulevard (Pasadena)

Huntington Library, Art Collections, and Botanical Gardens

Los Angeles State Historic Park

Meridian Iron Works Museum

Metro Gold Line

Mike and Anne's/Former El Centro Market

Oaklawn Bridge and Waiting Station (South Pasadena)

Old Pasadena

Pacific Electric streetcar

Rialto Theater (South Pasadena)

Rose Bowl

Route 66 Alignments (several including Arroyo Seco Parkway, Chinatown, Highland Park, South Pasadena Mission District, and Old Pasadena)

Saga Motor Lodge (Pasadena)

South Pasadena Mission District

Sycamore Grove Park and GlenMary Station/stairs

Union Station



DIVERSE PEOPLE, DISTINCTIVE COMMUNITIES

Theme Statement

For more than a century, a diversity of cultures from around the world have lived in and near the Arroyo Seco, creating the densest concentration of distinctive communities in southern California.

Theme Narrative

The Arroyo Seco is a region where bohemian, sophisticated, middle-class, and folk cultures can be found side-by-side in a cosmopolitan mix of distinctive communities. For centuries, the Arroyo was home to the Tongva but with the founding of Los Angeles in 1781, it now included people from Spain, Africa, and

Mexico. In the years that followed, this mingling of cultures would grow with immigrants from other parts of the United States, especially the Midwest, and the world, especially China, Italy, Germany, and France. Like much of southern California, it attracted residents and businesses from around the world but in the tight confines of the Arroyo Seco canyon, these cultures were pushed together and concentrated so that today, visitors can experience a different culture in every mile of the Arroyo. Each generation contributed to the social, political, cultural, and economic life of southern California, enriching the lives of everyone.

Interpretive Objectives

- 80% of visitors will be able to identify at least three distinct cultures that can be found in the Arroyo Seco Parkway region today.
- 60% of visitors will have visited at least three distinct communities that can be found in the Arroyo Seco Parkway region today and have shopped, eaten, or explored each one of them.
- 30% of visitors will be able to describe social, political, cultural, or economic contributions of at least two cultures that can be found in the Arroyo Seco Parkway region today or in the past.
- 10% of visitors will describe their experience traveling in the Arroyo using words like diverse, culturally rich, or international.

Associated Scholarship

"The Arroyo Culture is the collective designation now given a loosely defined, scattered movement, many of whose protagonists lived, like Charles Fletcher Lummis at El Alisal, along the Arroyo Seco. Although it was touched by the genteel, Arroyo Culture gloried in local circumstances: in Indians and Mexicans, in the blankets, pottery, jewelry, colors, and physical textures of Southern California as desert Spanish Southwest. . . .Arroyo Pasadena--symbolically and to a certain extent in fact--lived on the edge of the wilderness; for the rocks and chaparral of the Arroyo Seco brought the ecology of the untamed interior right into the suburbs. To build homes on the Arroyo, as did these bohemians, was to embrace the symbol of desert wilderness and to glory in Southern California's resistant, elemental texture."

Inventing the Dream: California Through the Progressive Era by Kevin Starr (Oxford University Press, 1985), p. 107.

"Bound by both their faith in equality and their quest for homogeneity, the people of Los Angeles were divided in their attitudes toward ethnic minorities. They believed that racial minorities should assimilate into American society, but felt that their own residential suburbs should remain exclusively white. They urged that all citizens be judged on their character and ability alone, but regarded as inviolable the individual's freedom of association and the employer's choice of personnel. Although some perceived ethnic cultures as a means of enriching American civilization, most considered alien habits peripheral and possibly detrimental to American life. The white majority thus resolved its dilemma by segregating and subordinating the Mexicans, Japanese, and Blacks with a thoroughness that belied America's pluralistic and democratic legacy."

The Fragmented Metropolis by Robert Fogelson (University of California Press, 1966, reprinted 2001), p. 274.

"Ersatz, counterfeit, misrepresentative, ironic, unique: Anglo perceptions of the Spanish past may have been all of these things, but to see them as logical impossibilities, albeit remarkable ones, is to miss a key point. This cultural memory is not simply a West Coast curiosity; it is an example of a central method Americans have used to express race and nation. From blackface minstrelsy to a passion for Navajo blankets, white Americans' ability to disdain and yet desire, to reject and yet possess, was a familiar and consistent strategy for dealing with non-white people and cultures in the nineteenth and twentieth centuries."

California Vieja: Culture and Memory in a Modern American Place by Phoebe Kropp (University of California Press, 2006), p. 7.

Related Places

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Avenue 50 Studio
Casa de Adobe (currently closed)
Chinatown
Churches (several)
Downtown Highland Park
El Alisal (Lummis House)
El Pueblo de los Angeles Historical Monument & Olvera Street
Gourmet Food Trucks (Highland Park)
Huntington Library, Art Collections, and Botanical Gardens
Japanese American National Museum
Little Tokyo
Los Angeles Historic State Park
Los Angeles Police Museum
Norton Simon Museum
Pacific Asia Museum
Southwest Museum (currently closed)



REVEALING AN OASIS

Theme Statement

Despite its name, the Arroyo Seco is not a dry river. A century of harnessing and controlling it has rendered it nearly invisible, but it is possible to access it now and in the future restore it as an environmental, cultural, and recreational oasis for all of southern California.

Theme Narrative

Despite its name, the Arroyo Seco is not a dry river. Often it is a gentle stream but throughout the year, it swells and thins with the rains and occasionally experiences torrential floods. This river

created a welcoming setting for nature as well as people, who quickly formed communities along its banks. Water is also one of arid California's most important resources because it is so limited-- and the Arroyo Seco is a microcosm of the state's struggle to harvest and control water. Exploiting the Arroyo began in the 1780s, when the Pueblo of Los Angeles diverted its water to support the new community. In the centuries that followed, much of its natural beauty was fragmented and lost over time. Wells were dug in the streambed to extract the water, concrete dams and channels were built to control its floods, and the Arroyo Seco Parkway was built on top of it making the river nearly invisible. Today, there are many efforts to restore the river and make it once again an environmental, cultural, and recreational oasis for all of southern California.

Interpretive Objectives

- 80% of visitors will be able to identify that the Arroyo Seco is a river, stream, or water element.
- 60% of visitors will know that the Arroyo Seco flows with water throughout the year.
- 30% of visitors will have touched the water in the Arroyo Seco in the last year.
- 10% of visitors actively support the restoration of the Arroyo Seco as an environmental, cultural, and recreational oasis.

Associated Scholarship

“By all conventional notions, Los Angeles is a foolish location for a big city. It gets only one-third the rainfall of New York. Its rivers flow sporadically, and its natural water could sustain a city of perhaps a half-million people. It is the largest city in the world located so near a geologically unstable mountain range; the uplifts, mudslides, and debris flows from the San Gabriels are kept at bay only through the efforts of an army of public works employees and equipment that would be the envy of many Third World dictators. Almost every scenic and heavily foliated canyon in the region is a fire trap because of the annual summer drought, which usually lingers until November. Los Angeles has no natural harbor or ports; it is not located near sources of raw material; and even before Europeans settled in the region the air was filled with haze and smoke. Only its remarkably mild climate is a natural advantage, though admittedly a compelling one. The sociologist Harvey Molotch, a perceptive student of urban growth, once wrote that L.A.'s rise to prominence 'can only be explained as a remarkable victory of human cunning over the so-called limits of nature.'”

The Reluctant Metropolis: The Politics of Urban Growth in Los Angeles by William Fulton (Solano Press Books, 1997), p. 6.

“The year 1877 was pivotal in the history of Southern California's water supply. In that year, William Mulholland arrived in the City of Los Angeles and became superintendent of the system. He rapidly upgraded the open ditch system, first with wooden flumes and then with steel mains. In 1902, the city purchased the water system and named Mulholland chief engineer. By 1905, the City of Los Angeles was diverting the full normal runoff of the Los Angeles River. To augment that supply, it had built underground galleries across the narrows of the river to collect subterranean flow. Since the supply was still insufficient, a study of potential new water sources was undertaken.”

California Water by Arthur L. Littleworth and Eric Garner (Solano Press Books, 1995), p. 12.

Related Places

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Angeles National Forest
Arroyo Seco Bike Path
Arroyo Seco River (various glimpses)
Arroyo Verde at York Bridge
Audubon Nature Center at Debs Park
Confluence Plaza
Debs Park
Elysian Park
Hahamonga
Los Angeles River Center and Gardens
Los Angeles State Historic Park
Lower Arroyo Seco Park (Pasadena)
Mt. Washington (several trails)
Raymond Hill
Sycamore Grove Park
South Pasadena Nature Park
Water companies (such as Sparkletts)

RESEARCH NEEDS AND OPPORTUNITIES

Topics for future research to improve themes and historical interpretation of the Byway.

- History of engineering and technology in the Arroyo Seco Byway in a regional context.
- History of art and architecture in the Arroyo Seco Byway after 1930 in a regional context.
- History of demographic changes of communities in the Arroyo Seco Byway (such as Highland Park, Garvanza, and Lincoln Heights) during the 20th century.
- The social, economic, and political contributions of various ethnic, cultural, and religious groups, including Chinese, Hindu, Mexican, French, and Italian.
- The influence of the Midwest (e.g., Indiana, Illinois, Iowa) on the settlement and development of southern California.
- Commercial and social connections between Los Angeles and Pasadena.
- History of transportation (railroads, streetcars, bike paths, roads and highways) in the Arroyo Seco Byway during the 20th century.
- History of water rights and water companies in the Arroyo Seco.
- Industry and manufacturing in the Arroyo Seco Byway during the 20th century.
- Natural history of the Arroyo Seco.
- Individual histories of Sites (such as El Alisal or the Los Angeles River Center/Lawry's California Center) or movements (such as women's rights) and their impact on the Byway throughout the 20th century.



SECTION THREE: AUDIENCES



So often businesses overwhelm customers with so much product proliferation that they throw up their hands and walk away rather than go through a lengthy decision-making process with little or no support.

Fundamentally, customers do not want choice; they just want exactly what they want.

--The Experience Economy by Joseph Pine and James Gilmore

REGIONAL DEMOGRAPHICS

The greater Los Angeles region has a population of nearly 13 million residents and attracts 21 million domestic visitors and 5 million international visitors annually, making the region the second largest population and second most popular destination in the United States. No single Site or group of Sites within the Byway has the resources or capacity to successfully serve every resident and visitor in this region. Therefore, promotion, programs, and activities need to focus on only a few segments of the population to maximize limited resources.

VISITOR RESEARCH

There are numerous ways to identify target audiences and this interpretive plan has adopted the research conducted previously by the Community Land Use and Economics Group and Decision Support Partners. They conducted extensive visitor research to understand current visitors and identify those segments of the population that have the greatest potential for growth and engagement in light of the resources of the Arroyo Seco region. Based on surveys and interviews with visitors at seven different Sites along the Byway, they determined that:

- Most visitors to the Byway's Sites come from southern California, specifically the Greater Los Angeles region. While some visitors came from outside this area (other states or countries), the primary audience is nearby--which is a distinct advantage because they are the easiest to reach.
- Audiences vary from Site to Site. Different types of people seek out different types of experiences, and given the diversity of Sites within the ASNSB, the challenge is to create an experience among most or all Sites that is cohesive enough to

appeal to the same audience to maximize impact with limited resources.

The audience research also showed some common behavioral traits among visitors:

1. Visitation is strongly related to familiarity. If a visitor is not familiar with a Site, it is highly unlikely that they will visit. In general, visitors were more familiar with ends (Los Angeles and Pasadena), not the middle, of the Parkway.
2. The Arroyo Seco Parkway and the immediate surrounding region lacks identity and name recognition.
3. Some Sites generate traffic for other Sites, others do not although there is great potential. For example, visitors to El Pueblo had also visited several others Sites whereas visitors to the Gamble House rarely visit other related Sites.
4. Most visitors use some form of printed materials (e.g., guidebook, walking tour brochure) to navigate the region. Most use smartphones to learn about a place they are visiting, but not QR codes, cell phone audio tours, or podcasts. This suggests that the top priorities for communicating with visitors should be in printed form or through the Internet.

LIFESTYLE SEGMENTS

In addition, the audience research categorized visitors by their lifestyle and behavior using the Mosaic™ Lifestyle Segmentation System. Mosaic (and other similar geodemographic profiling systems such as Prizm and Acorn) cluster residents by shared behavior and geography to identify common identities. Cities and suburbs are not a monotonous undifferentiated mass but consist of distinct neighborhoods that share common values, lifestyles, habits, and perspectives. These clusters may align with city boundaries and zip codes or be divided by roads and railroad tracks, however, most often they do not. They typically change block by block and house by house, and the distinctions are drawn based on an analysis of census data, consumer surveys, and land use to create market segments. Of course, the number of segments is subjective and varies by profiling system, but is generally set at a number that provides a balance between categories too few and vague to be helpful and too many and detailed to be overwhelming. For more on geodemographic analysis, see *The Clustered World* by Michael Weiss (2000).

For this interpretive plan, the Mosaic™ Lifestyle Segmentation System helped identify the types of people that would not be interested and sort through the many different audiences that are already engaged to find those that have the greatest potential for growth across multiple Sites in the Byway. Several Mosaic segments rose to the top, but the “Aspiring Contemporaries” segment has the greatest potential for a large cross-section of Byway Sites to capture an audience of more than 238,000 households both within the Arroyo Seco Byway bounds and within an hour's drive. Aspiring Contemporaries are younger, leading edge consumers that are upward strivers, overwhelmingly dominated by younger, mostly unattached residents (GenXers,

Millennials) and a population that is ethnically diverse. Typically about two-thirds of the adult population are single or are divorced. While not as affluent as some of their neighbors, these households tend to be solidly middle-class, residing in newer homes and apartments valued at more than the national average, usually a sign of upward mobility. These young, active householders are culture buffs who like to go to see plays, movies, comics and live bands. They spend a lot of their discretionary income on the latest fashions and on consumer electronics. They are also heavy media users, listening to jazz on the radio and reading the Sunday paper for science and technology news. Raised on technology, they are extremely technology savvy and spend much of their leisure time online doing virtually everything.

This profile aligns very closely with the research on cultural tourists conducted by LA Inc in 2008. In Los Angeles, the cultural tourist participates in more activities per trip compared to leisure travelers and frequently include an historic site, museum, or art gallery in their visit--a pattern that is consistent among other major American cities. The top two reasons cultural tourists visit Los Angeles are to see and do new things and have a chance to relax, and they choose destination within Los Angeles primarily on the Site's beauty and region's weather. Most cultural travelers do not include children nor have children at home. Most use the Internet to get information and rarely rely on print advertising.

Aspiring Contemporaries have the potential to also attract several other audiences, creating a multiplier effect. For example, older culturally-engaged residents in the affluent suburban neighborhoods tend to follow the lead of Aspiring Contemporaries to catch up with what's hot and new. Less affluent, less educated, and more economically challenged householders also look to

Aspiring Contemporaries as perhaps their next rung on the social economic ladder, aspiring to be like them.

Aspiring Contemporaries is a Mosaic group that is prevalent across all of the Sites and we believe could serve as the focus, or anchor, for a local and regional marketing strategy for the Byway and its many, varied attractions. By focusing on one target group that straddles the various Sites – a target group that straddles the affluent, suburban groups and the less affluent, urban and outlying groups – it is likely that the messaging, media placement, and positioning of the Byway corridor experience could "bring along" these other population segments.

Therefore, this plan is focused around the following target audiences for interpretive programs for the Arroyo Seco Parkway National Scenic Byway:

1. Aspiring Contemporaries
2. Affluent Suburbia
3. Upscale America
4. Blue Collar Backbone
5. Struggling Societies.

Households in the Affluent Suburbia and Upscale America groups have similar characteristics to each other and are most closely aligned with more formal Sites such as museums and heritage destinations. The demographics among visitors to more formal Sites are fairly consistent with this analysis as well.

Blue Collar Backbone and Struggling Societies households are more like each other than Affluent Suburbia and Upscale America households. These two groups are lower on the socio-economic

scale, are most closely aligned with informal destinations including parks and local attractions such as Galco's, and they are younger, less educated, and more ethnically diverse.

This targeted approach includes several caveats:

- Although this targeted approach focuses on specific audiences, it does not imply that other audiences are not welcome. Target audiences allow Sites to develop a mental picture of their customer or visitor to better provide for their interests and expectations as well as invest in activities that provide the greatest return on their investment of limited resources.
- The audience research showed that some individual Sites may have other audience segments that offer better potential for growth and engagement. Each Site should conduct further research to refine its publicity and programming. The audiences targeted in this interpretive plan are those that seem to have the greatest potential for the entire region.
- This research provides a set of assumptions about these target audiences which must be tested as this interpretive plan is implemented. A continual process of testing and evaluation will continually improve and refine programs and activities.

For more details on research methods and audience characteristics, see Appendix C: "Market Research on Affiliated Sites and Visitors" by the Community Land Use and Economics Group and Decision Support Partners (February 2012).

SEGMENT DESCRIPTIONS

These descriptions of the market segments are provided by Experian/Mosaic™ USA.

1. **Aspiring Contemporaries.** The households in this group are filled with upward strivers, overwhelmingly dominated by younger, mostly unattached residents (GenXers, Millennials) and a population that is ethnically diverse. Typically about two-thirds of the adult population are single or divorced. While not as affluent as some of their neighbors, these households tend to be solidly middle-class, residing in newer homes and apartments valued at more than the national average, usually a sign of upward mobility. These young, active householders are culture buffs who like to go to see plays, movies, comics and live bands. They spend a lot of their discretionary income on the latest fashions and consumer electronics. They are also heavy media users, listening to jazz on the radio and reading the Sunday paper for science and technology news. Raised on technology, they are extremely technology savvy and spend much of their leisure time online doing virtually everything.

This profile aligns very closely with the research on cultural tourists conducted by LA Inc in 2008. In Los Angeles, the cultural tourist participates in more activities per trip compared to leisure travelers and frequently include an historic site, museum, or art gallery in their visit--a pattern that is consistent among other major American cities. The top two reasons for visiting are to enjoy beautiful scenery and the weather, they are motivated to visit because Los Angeles offers a chance to relax and there is lots to see and do, and that visiting historic sites, museums, and art galleries are their top preferences for activities. Most cultural travelers do

not include children nor have children at home. Most use the Internet to get information and rarely rely on print advertising.

2. **Affluent Suburbia.** Households in this group comprise the wealthiest households in the nation and they typically outrank all of the other Mosaic™ types in income, home value, and educational achievement. They are concentrated in suburban neighborhoods that are predominantly Caucasian, well-educated and filled with Baby Boomers and their children. Typically workers in this group are in managerial and executive positions that pay six-figure incomes and they live "the good life" in fashionable houses outfitted with the latest technology. Luxury cars, country clubs, international and domestic travel, and expensive recreation (golfing, sailing, skiing) are part of their lifestyle. Householders in this group tend to be very active culturally, including visits to museums, art shows, and attendance at theater, dance, and music performances at high rates. Their media and purchasing behavior reflects their interests in money management, travel, technology, and gourmet foods.

3. **Upscale America.** Similar to Affluent Suburbia (slightly less affluent, less educated, younger, and more racially diverse, this group is mainly Caucasian, college-educated and mostly families living in the metropolitan sprawl of major cities. Most workers in these households are in white-collar jobs as executives or work in a professional capacity earning upscale incomes that provide for large homes and comfortable lifestyles. They like to spend their spare time recreationally – getting exercise through jogging, biking, and swimming, for example. They are in-fashion shoppers and buy a lot of high-tech gadgets. Civic and community involvement is important to them and they are typically active in community affairs as members of neighborhood associations, business clubs,

environmental groups, and arts associations. They are selective in their media choices, preferring magazines and cable TV channels that focus on business, fashion, and the arts. They are heavy and omnivorous Web users who go online for everything from banking, downloading/streaming music and video, and buying merchandise.

4. **Blue Collar Backbone.** This group is a bastion of blue-collar diversity and is polarized with regard to age having high concentrations of very old and very young residents, Caucasians and populations of color, families and singles, and homeowners and apartment dwellers. Most residents live in older outlying towns and cities and work at jobs in manufacturing, construction and retail. Lifestyle reflects a working-class sensibility with popular leisure activities including baseball, soccer, fishing, and woodworking. Adults in these households are more likely to go out to a club than to attend a concert or a play and they do not typically have high indexing for museum visitation. These budget-conscious households shop at discount clothing stores and department stores, and they have low rates for buying investments or insurance. This is a strong market for traditional media. Residents like to watch soaps and game shows on TV, listen to country radio or to urban contemporary based on their urban or

rural locales and they read a variety of outdoor and women's magazines.

5. **Struggling Societies.** The household types in this group symbolize the challenges facing a significant number of economically challenged Americans. They tend to be disadvantaged and not well-educated with incomes that are half of the national average. Generally, workers in these households are consigned to low-level jobs in manufacturing, health care, and food services. Many of these residents are young, minorities, students, and single parents trying to raise families on low incomes and very tight budgets. Without much discretionary income their activities are limited and often include free entertainment, playing sports like basketball, volleyball and skateboarding. They tend to shop at discount clothing and sporting goods stores. In these households, television is the main source of entertainment, specifically reality programs, sitcoms, talk shows, and sports. Because of the strong ethnic diversity in this group, media reflects local culture often indexing high for Spanish, Mexican, and urban contemporary music.



SECTION FOUR: INTERPRETIVE STRATEGIES



Passion is the essential ingredient for powerful and effective interpretation—passion for the resource and for those people who come to be inspired by the same.

--Interpretation for the 21st Century by Larry Beck and Ted Cable

OVERALL INTERPRETIVE STRATEGY

To bring together the Sites that have an intrinsic relationship to the historical and cultural significance of the Arroyo Seco Parkway, the interpretive strategy of the Arroyo Seco Parkway National Scenic Byway is:

- *To share the historical, cultural, and natural resources associated with the Arroyo Seco Byway so that visitors feel they have discovered a place worth preserving and sharing with others and will become better stewards of the natural and built environment.*
- *To reach younger, leading edge local residents that are upward strivers, ethnically diverse, culture buffs, and technologically savvy (also known as Aspiring Contemporaries).*
- *To interpret the topics of art and architecture, transportation (particularly the Parkway), multicultural communities, and the Arroyo Seco river which are presented as the themes of A Laboratory for Art and Architecture; Heralding America's Transportation Age; Diverse People, Diverse Communities; and Revealing an Oasis.*

This interpretive strategy intends to achieve the following objectives:

- 80% of visitors will be able to identify three historical, cultural, or natural resources associated with the National Scenic Byway.
- 60% of visitors will have visited at least three communities within the Byway in the last five years.
- 40% of visitors will be able to identify the Arroyo Seco Parkway as a parkway (not as the Pasadena Freeway or a freeway) and that it is historically and culturally significant

(e.g., recognized as a National Scenic Byway, listed on the National Register of Historic Places).

- 20% of visitors will describe their experience in the Byway using words like “worth preserving,” “will share with others,” and “inspired me to be better steward of the environment”.

Leadership by a Regional Nonprofit Organization

Ideally, the efforts among the Sites within the Arroyo Seco National Scenic Byway would be led and coordinated by a dedicated non-profit or an existing non-profit organization with an allied mission. A non-profit regional association could coordinate collaborative projects and promotional efforts; act as a spokesperson for the region; pursue mutually-beneficial grants and donations; and provide training and technical support. The existing Council of Arroyo Seco Organizations (CASO) and Council of Arroyo Seco Agencies (CASA) meets regularly and currently coordinates activities on a regional basis in an ad-hoc but effective manner. Growing those informal groups or including interpretation would be a good short-term step for implementing this plan.

An infusion of major support will accelerate implementation and should be primarily directed at regional efforts because they will provide long-term overall benefits to most Sites and visitors. Top priorities for regional collaborative efforts include:

1. **Wayfinding:** A clear and consistent system of signs to direct visitors to major Sites in the Byway.
2. **Regional Maps:** A simple single printed map of the region or subregions to help visitors plan their travel and navigate the Byway.

3. Micro-visitor Centers: A place where visitors can obtain information, plan their travel, and get recommendations from local experts.
4. Website: A single online source for information about the region to help visitors plan their travel and learn more about the Byway's significant Sites.
5. Creating a Destination: Deliberately creating a national presence for a distinct region through unified and connected high-quality visitor experiences.
6. A Grant Program to Support Marketing and Interpretation at Byway Sites: Funding, even at the \$1000-\$10,000 level, is a significant incentive for participation, coordination, and implementation of the interpretive plan because it reduces risk and builds capacity.

The value of cross-regional collaboration is demonstrated by the success of the Museums of the Arroyo Day and ArroyoFest, however, pursuing this strategy long-term will require a stronger foundation and greater capacity at the individual Sites.

Building Capacity at a Site Level to Build a Regional Organization

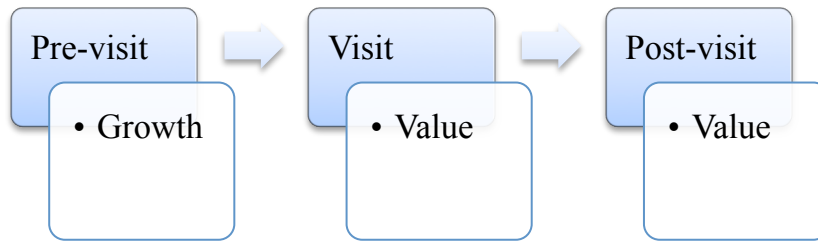
Although National Scenic Byways are usually associated with a dedicated non-profit organization to coordinate and lead activities, the absence of such an organization in the Arroyo Seco Byway at present suggests that an interim solution would be work by individual organizations and small groups of Sites that will eventually lead towards a regional association supported by a large number of Sites. In many cases, the visitor experience can be strengthened simultaneously both on an individual Site and regional basis, however, given the limited resources at present, this

most likely will need to first occur on an incremental basis by individual Sites.

Most Sites in the Byway are underfunded and understaffed, so they have limited capacity to address the needs of both their Site and the region. The recent economic downturn has made this even more difficult, and although most Sites recognize the value and benefit of regional efforts, they do not want to pursue them at the expense of their own Site's survival. Therefore, this interpretive plan strongly recommends building capacity at the individual and small group Site level in order to encourage Sites to eventually have the ability and are willing to take the risk to create a regional organization.

The recommendations are divided into three categories: individual Sites, small groups of Sites, and large groups of Sites. The diversity of missions, resources, visitors, programs, and capacities varies greatly among the Sites, so the recommendations are not prioritized and may not apply to every Site. Each Site will need to determine the appropriateness of each recommendation and establish its own priorities, however, whenever possible:

- Adopt recommendations that both benefit the Site and region. This will allow other Sites to more easily coordinate their efforts and create future opportunities for collaboration.
- Test assumptions by implementing recommendations as pilot, small, or temporary projects to determine if they are effective and appropriate (see *The Lean Startup* by Eric Ries or *The Startup Owner's Manual* by Steve Blank and Bob Dorf for more details).



Recommendations for individual Sites and small groups are divided into three areas of focus: growth, value, and avoid.

Growth is focused on activities that primarily attract visitors or customers, that is, they grow the size of the audience on the front end. Much of this effort emphasizes the pre-visit experience and responds to visitor or customers questions such as what is there to see and do, how much time will it take, and how do travelers get there? In this phase, the Site not only promotes itself but actively seeks ways to help visitors choose, select, plan, and prepare for their visit. Visitors and customers have many options to choose from in their limited leisure time--they can go to the movies, head to the beach, stay at home--so Sites need to demonstrate that they offer something distinctive in order to stand out from the crowd. The danger is that some Sites over-promise and under-deliver, which will later be transformed into negative reviews after the visit and begin a downward spiral in the Site's reputation that is difficult to overcome for years. This issue is addressed in-depth in the "Arroyo Seco Parkway National Scenic Byway Brand and Marketing Plan" by WriteBrand Studio (May 2012).

Value is focused on activities that primarily add meaning, benefit, or enjoyment to customers or visitors, that is, they build or retain audiences on the back end. Much of this effort emphasizes the

visit and post-visit experiences and responds to such on-site questions as where is the Site, will I get lost, how do I get back home, and will I have a good time? In this phase, the Site should make navigation to and from the Site as safe and convenient as possible, but also look for ways to create memorable experiences that encourage visitors to return and share their experience with others. For Sites that are struggling with attendance or community support, it is best to focus on enriching value rather than pursuing growth. Sites need to first identify how they best fit with their audiences' interests and establish a strong following by a segment that has the potential for growth.

To build both growth and value, organizations and businesses must move from selling products and providing services to creating experiences that are memorable and engaging for visitors. Delivering experiences is complex because it combines cognitive and affective experiences (integrates information and facts with pleasure and emotion) to meet a specific customer's or visitor's needs or expectations. For example, historic sites tend to emphasize names and dates, and avoid discussing controversial or provocative issues. Art galleries tend to focus on emotion and aesthetics, offering little guidance to place the artworks in a historical or social context that relate to the viewer's experiences. Both types of institutions typically know very little about their visitors' interests, motivations to visit, or preferences for learning, so it is imperative to remove these blinders for better engagement.

Avoid, the final section, may be the most controversial because it suggests areas *not* to pursue. A successful strategy should identify what actions or work to avoid in order to maintain focus on those that are most productive or valuable. Most Sites are overwhelmed by good ideas and more often the challenge is choosing among

several good ones. The items to Avoid seem to work against the findings of the visitor research or exacerbate weaknesses of the Sites, however, additional research and testing may come to another conclusion. We should avoid the pursuit of ideas, projects, or activities merely because they are the fashionable, the personal interest of a donor, or appear entrepreneurial--the limited capacity of most Sites cannot afford to have its resources diverted because it may further weaken their capacity and take years to recover.

RECOMMENDATIONS FOR INDIVIDUAL SITES

The interpretive plan emphasizes strategies at the regional level, however, individual Sites may need to alter, update, or change their physical setting and public programs to align and support the larger community efforts. Secondly, in the absence of a dedicated single-purpose regional organization to implement this interpretive plan, individual museums, sites, and businesses in the Byway can make much progress towards a coherent enjoyable visitor experience by pursuing these recommendations during the next three years. Because commitments, staffing, priorities, and resources vary by Site, these recommendations are not listed in any particular order and each organization will need to determine their appropriateness and timing.

Growth (strategies that primarily attract visitors or customers, pre-visit experiences)

1. **Make yourself easily and conveniently accessible to visitors.** Assess your promotional materials and website to see if visitors can easily navigate it to understand what you offer (e.g., cultural significance, exhibits, products) and how to visit (hours, parking, admission fees). Ask someone unfamiliar with your organization to go to your website and watch them complete specific tasks (don't help them out), such as "where is it located?" or "how would I get there from the Gold Line?" or "what is there to do when I arrive?" Walk around your Site imagining you're a new visitor--would you know if the Site is open, where to park, or even where to enter? If you really enjoyed your experience and wanted to learn or do more, how would you find out? For a comparison of websites in the Byway, see Figure 1 at the end of this section.

2. **Identify with the Arroyo Seco Byway.** Adopt a consistent identification for the region (name, logo, clear boundaries, promoted by individual Sites). Consider expanding your mission statement and strategic plans to more broadly interpret the Site to place it in a regional or national context and be open to collaboration and partnerships on mission-related projects.

3. **Collaborate with another Site.** Consider how your Site could use one of the themes to collaborate on promotion, for example, creating a brochure or handout on thematically-related

places in your neighborhood.

4. **Help people get to your Site from the Gold Line.** As promotional materials are developed for your Site in both print and online formats, include the Gold



Line route and stops on the map. Participate in Metro's "Destination Discounts" program which allows entities near Metro stops to provide special offers to Metro pass holders. For example, the Japanese American National Museum provides \$2 off admission and 10 percent discount at the Chado Tea Room when visitors show a Metro pass or Metro Rail ticket. Create a "short hop" transportation/taxi service to help Metro travelers connect with attractions that are close, but not directly adjacent to Metro stations, potentially piloting this service during special events. This

could take the form of an on-call taxi service, possibly using vintage cars or alternative style vehicles so that the ride becomes part of the visitor experience. Commission artists to create murals visible from Metro stops to promote attractions and other visitor experiences at each stop. For example, a mural at the Heritage Square stop could help tell Metro travelers what is available at Heritage Square because the actual attraction is not visible from the Metro stop.



5. **Encourage bicyclists to visit your Site.** As online and printed maps of the Arroyo Seco are completed, be sure they include information about the bike route. This should include the type of bike route (dedicated bike path, marked bike lane on roadways, etc.) as well as the locations of bike racks and other bicycle friendly amenities. Ensure that places to lock/store bikes are available at key stops along the bike route

and at key attractions along the Arroyo Seco. Support existing bike events and encourage the development of additional bike events along the Arroyo Seco Parkway.

6. **Are you ready for big groups?** Assess your Site to determine how bus parking could be accommodated and logistics for gathering, refreshments, and restrooms for groups of 30-50 people. Create a group tour planner to make your Site a

destination with a list of attractions, restaurants, and retail businesses that can accommodate groups of 15 people or more. Include suggested itineraries and other pertinent travel information, such as information about van transportation that can travel on the Arroyo Seco Parkway.

7. **Always show yourself at your best.** Develop a portfolio of professional photographs of the Site and events that can be used for publicity throughout the year. Whether paid or volunteer, obtain a signed agreement from the photographer that you have the right to use the images for educational or promotional purposes and they do not have the right to use recognizable images of your Site for commercial purposes without your permission.

8. **What are they saying about you?** Monitor reviews in guidebooks and online sources, such as Yelp, Zagat, Google Maps, UrbanSpoon, InsiderPages, CitySearch, and TripAdvisor, and respond as appropriate. Don't forget: some of these websites allow you to create your own page, edit visitor information, post photos, and respond to visitor comments.

9. **Put yourself on their map (or website or guide).** Regularly review visitor maps, travel guides, and tourist websites to be sure your Site is included and the information is accurate. If time is limited, start with sources that would be used by Aspiring Contemporaries, such as Lonely Planet (focus on independent travel) and Discover the Arts LA (discoverlosangeles.com), rather than Frommer's (which focuses on popular tourist destinations). To see how internet search results can affect visitation, see Figure 2 at the end of this section.

Value (strategies to provide value to visitors or customers once they visit; visit and post-visit experiences)

1. **Become the neighborhood's concierge.** Promote two or three related or nearby Sites by displaying rackcards, providing links on your website, or recommending them to visitors. Emphasize "off the beaten path" experiences for the adventurous visitor. Know your local restaurants, stores, and hotels so you'll be able to recommend them with confidence.
2. **Create an event or experience that crosses your property line.** Coordinate an unusual distinctive event for your neighborhood, in a manner similar to the Spoke(n)Art bicycle rides of art galleries. Provide discount coupons on admission or meals to visitors at a related Site (and use those coupons with discrimination to provide a special surprise and build visitor loyalty).
3. **Integrate one of the themes into your Site's programming and activities.** As more Sites adopt the themes, they'll build a distinctive and memorable impression as the themes are continually reinforced. As a result, visitors will see the connections among Sites and recognize them as a string-of-pearls, not as a random assortment of places. You may be able to do this yourself, however, you could also brainstorm with a team of colleagues or advisors; hire a professional interpretive planner; or support a graduate-level intern to prepare a report that integrates a theme with your Site's history.
4. **Build affinity groups.** Develop a loyal audience by developing programs and activities to go beyond the one-time visit or event. Collect email addresses from people who are interested in the topics you specialize in and let them know about related events, activities, books, and programs about those topics. Find

ways to advance a visitor's interest in a topic, such as a book discussion with a scholar or expert, a behind-the-scenes experience with your collection, or a visit to a Site that's typically closed to the public. Consider using online technologies such as MeetUp.com to connect existing social groups with aligned interests (e.g., hiking, biking, birding, urban exploration, ethnic foods, etc.). MeetUp is a social network that facilitates real-life outings for people with shared interests. Your Site can propose new MeetUp activities in the Byway and post them to any of dozens of potentially-interested groups in the Los Angeles area.

5. **Go where your visitors are online.** Develop an online presence on major social media platforms, such as Facebook and Yelp. Participation requirements will vary depending on the Site and its activities. For Facebook, you'll need to create a fan or place page for your business, organization, or site (not a personal page). Posts should be on a regular schedule, such as monthly or weekly, and can include announcements of upcoming events, a recap of a recent activity, or a photograph of a project underway. If you have a blog, you can automatically feed posts to your Facebook page. For Yelp, you can create a business account and communicate with your visitors or customers directly.

6. **Take your pulse and see how you're doing.** Observe visitors to see how they navigate from the parking lot to the front door and around your Site. Ask visitors to evaluate your programs and events through a survey, such as the free online Survey Monkey (which also provides examples of common questions). Use the statistics from your website to gauge interest from search terms and pages viewed. Using the Interpretive Objectives as inspiration, develop metrics for your Site to determine if you're advancing your mission or not. Conduct more in-depth research on their interests and motivations using interviews with a

professional visitor research scientist. Museums and history organizations can participate in Visitor Counts through the American Association for State and Local History, which not only will provide a scientific analysis of visitor satisfaction along several aspects but provide a comparison to similar organizations across the nation. Museums and historic sites can also conduct a self-study and a professional assessment through the Museum Assessment Program (MAP) of the American Association of Museums.

7. **Understand your Site better.** Build a timeline that places your Site in a historical context. Hire professional historians or graduate students to develop scholarly essays or studies about the Site or a specific aspect of your Site. Work with a team of scholars to confirm your Site's significance or update your knowledge with the latest scholarship.

8. **Customize your activities.** Armed with this plan's research on visitors, revise an existing program or create a new one that will appeal specifically to one of the target audiences (Aspiring Contemporaries, Affluent Suburbia, Upscale America, Blue Collar Backbone, and Struggling Societies). Review the profile of one of these audiences and imagine what they would like to do, see, or feel when they visit your Site.

9. **Incorporate multiple perspectives or varied thinking styles.** Most Sites emphasize only one perspective (e.g., the owner, the architect) but visitors typically want diverse perspectives to both gain a balanced understanding and to better relate themselves to the Site. Consider how your Site might include stories of others, including neighbors, servants, women, community leaders, craftsmen, or other ethnic groups, to round out the interpretation. Most interpretation emphasizes verbal or written communication that is highly structured such as guided tours, exhibit labels, and

brochures, so attempt to develop new types of experiences that are self-guided, involve discussion, incorporate other senses (such as touch or smell), or requires evaluation and comparison.

10. **Encourage visitors to linger at your Site.** It may be possible that visitors would stay longer (and thus build a stronger connection) to your Site if it provided places to sit and enjoy your garden, porch, or view by adding a bench or picnic table where they could rest or talk about their visit. For places that are far from restaurants, offering healthy vending options (e.g. Fresh Healthy Vending, Sprout, H.U.M.A.N.) would not only provide a welcome service to the target audiences, but increase revenue for the Site.

Avoid (strategies that work against growth or value; exacerbate current weaknesses or diminish capacity)

1. **Avoid projects and programs that are not self-sustaining** and require continual fundraising, staff time, or on-going maintenance unless they are central to your mission and generate income. Non-sustainable programs keep organizations at a low capacity and prevent pursuit of more appropriate activities. Only a few Sites in the Byway have sufficient resources to work independently and can afford this risk.

2. **Avoid programs that serve the “general public”.** This shotgun approach assumes that something you do will hit the target, but the impact will be minimal and unpredictable. Instead focus on the needs and interests of the target audiences identified in this interpretive plan to attract and build visitation. Don't assume you know what visitors or customers want—turn assumptions into facts through research. Only a couple Sites in

the Byway have sufficient resources to serve a large and undefined audience and can afford this risk.

3. **Avoid programs that are unrelated to the interpretive themes** because it works against the historical and cultural strengths of the Byway. Don't assume a "if we build it, they will come" stance for new activities. Only a few Sites in the Byway have sufficient resources to work independently and can afford this risk.

4. **Avoid independence.** Most organizations and businesses in the Byway operate at a low capacity and are very close to bankruptcy and failure. The strength of the Byway lies not in its individual Sites but in its shared historical, cultural, and natural assets. Although many businesses and organizations have much to do to make their Sites more welcoming to visitors and ensure repeat visits, working together can help make this happen more quickly, effectively, and cheaply.



5. At this time, **avoid pursuing new technologies** such as podcasts, smartphone applications, and QR codes until they have been tested with your audiences on a small scale to ensure adoption and use. Technology changes rapidly and most organizations in the Byway do not have the resources to evaluate, implement, maintain, and change with new technologies on a sufficiently rapid basis to remain relevant and sustainable.

RECOMMENDATIONS FOR SMALL GROUPS OF SITES (3-7 ORGANIZATIONS)

The interpretive plan emphasizes strategies at the regional level, however, small groups of Sites (that is, 3-7 museums, organizations, or businesses) can work together to create enjoyable and memorable visitor experiences in the absence of a regional organization to implement this interpretive plan. Because commitments, staffing, priorities, and resources vary by Site, these recommendations are not listed in any particular order and each organization will need to determine their appropriateness and timing for a group project.

The same group may pursue several projects or different groups may form to do different projects. Working with other organizations is challenging and is typically most successful when the partners are equally matched in resources and equally share in the results, however, the diversity of Sites in the Byway make this difficult to achieve. Despite the challenges, shared projects can grow audiences and build value in ways typically not possible by individual businesses or organizations, and has already been demonstrated by such programs as Museums of the Arroyo Day.

General Recommendations for Successful Group Activities

1. **Groups can work together in several ways**, such as coordination, cooperation, and collaboration, and participants require some specific skills and techniques to be most productive and successful. Books such as *Collaboration* by Morten Hansen (2009) and *Nimble Collaboration* by Karen Ray (2002) may be useful before launching a group project.

2. Attempt to **organize by theme** (or sub-theme, such as Arts and Crafts Movement) **or audience** (such as Upscale America), not by type of business (e.g., non-profits only, restaurants only). Visitors experience destinations as a seamless whole (e.g., a Saturday out with friends), not as discrete parts (e.g., driving, touring, eating, shopping), so strategically combining activities related by theme or audience (or both) makes for a more attractive and engaging experience.

3. Attempt to **work across the Byway**. A natural and convenient way to identify partners is to work with those nearby (e.g., Sites within Old Pasadena), however, for the Arroyo Seco Byway to succeed as a regional destination, it will require crossing local boundaries. If groups would include participants from at least two different sections (north, central, and south), it would significantly advance communication along the Byway, reach new audiences, and create innovative and richer programs for visitors.

Growth (strategies that primarily attract visitors or customers)

1. **Help visitors find their way.** Create a local destination map that shows Sites, major transportation routes, Gold Line stations, navigation landmarks, and perhaps a small space where visitors can write their own notes. You may want to develop a map of the entire region, however, Sites are heavily concentrated in the Byway so you may need three different local maps that slightly overlap geographically. Each local map would be centered on a different area such as north, central, and south, perhaps with a regional map on the back. It may not be possible to develop all three maps at one time, so agree on a few shared standards, such as paper size, use of logos or images, incorporation of the Byway logo and tagline, and elements to include or exclude (such as Gold Line stations, parking, website addresses, distance scale, north arrow,

major landmarks for orientation). Keep it simple so it can be easily read and won't be confusing to newcomers. Aim at the Aspiring Contemporaries audience, emphasizing terms such as *off-the-beaten path*, *hidden places*, and *undiscovered experiences* (rather than *edgy* and *alternative* or *traditional* and *popular*). Have the design reflect the personality of each subregion so it aligns with the visitor experience (see the “Arroyo Seco Parkway National Scenic Byway Brand and Marketing Plan” by WriteBrand Studio for ideas). Create pdf versions and make them available on all websites. Determine which Sites have the highest visitation and begin making printed maps available there first (typically a large simple map on a single sheet that's padded to keep it neat and can be easily torn off to give to visitors).

2. Emphasize **one-day collaborative events**, such as Museums of the Arroyo Day. One-day thematic events involving several Sites help establish the region as a special destination, create a sense of urgency among visitors because of time sensitivity, and simplifies promotion. MOTA Day is an ideal example of benefits of this type of collaborative event and its popularity may suggest that other similar types of events may be as successful, such as attract different audiences using similar one-day events stationed at various locations based around one of the interpretive themes (e.g., multi-cultural or nature/environment explorations). However, these events are complex and rely heavily on voluntary collaboration, so additional events should developed strategically and that, in the parlance of baseball, “you hit triples, not just singles.” For example, build into these events tactics to encourage return visits by providing additional connections into the surrounding community (e.g., info tables for nearby attractions, refreshments or tastings provided by local restaurants, coupons for discounted admission for return visits, promoting connections to Gold Line).

3. **Cross-promote common community events.** The Byway consists of several communities that each hold similar events and activities, so promoting them jointly would not present them as a bigger destination but more effectively use limited advertising dollars. For example, both Highland Park and South Pasadena hold farmers markets adjacent to the Gold Line but on different days, so a shared advertisement on the Gold Line would probably benefit both communities.



4. **Get people off the Gold Line.** Help Metro improve its online and printed information about Sites along Gold Line (current listings are sparse and incomplete). Participate in Metro's "Destination Discounts" program which allows entities near Metro stops to provide special offers to Metro pass and ticket holders. Collaborate with Metro to offer an Arroyo Seco Parkway/Gold Line event on a weekend so that Metro passes would be eligible for free admission to Arroyo Seco Parkway attractions on that day and Sites would provide transportation from Metro stops to attractions where appropriate. Provide on-site interpretation at Gold Line

stops as an enhancement to the existing maps and signage, such as low profile interpretive signs with information about attractions in the area, including contact and travel information (getting to a Site from the Metro stop is not always obvious).

5. **Give visitors a package tied up with a bow.** Collaborate with local businesses to create packages and events that encourage longer stays. For example, consider developing a Stained Glass Weekend package that includes a tour of Judson studios, an itinerary of major stained glass installations, and lodging at the Arroyo Vista Inn.

6. **Offer familiarization or "fam" tours for travel writers and the media.** Journalists are always seeking new stories or perspectives on popular destinations (there are only so many times that they can write about Muscle Beach or the Hollywood Walk of Fame) and the Byway can offer clusters of Sites focusing on different aspects as part of a comprehensive public relations strategy. Provide writers with the interpretive themes because they form a useful framework for stories and places. Work with local tourism and convention bureaus or chambers of commerce in Pasadena, South Pasadena, and Los Angeles to coordinate tours for the media.

7. **Create an online presence for a group project or event.** "Aspiring Contemporaries" rely on the internet for the latest information, even while on the road, so create microsites (specialized websites), develop itineraries, maintain calendars, share news through blogs, and provide online coupons. The Los Angeles Tourism & Convention Board has offered to provide technical assistance as well as links on their website. Also consider the growing popularity of video, so developing a branded YouTube channel will provide increased exposure. For non-profits, YouTube provides additional free benefits, such as a Google

Checkout donate button, the ability to add "call to action" overlays, and live streaming of events. See www.youtube.com/nonprofits for more details.

8. **Understand your customers and visitors better.** The more you understand your visitors, the better able you'll be to attract and retain them. Local convention and tourism bureaus conduct market research and they are often provided free to members and in a summary form to the public. Collaborate as a group to conduct market research to reduce costs and establish benchmarks with an experienced professional to ensure accuracy and reliability (contact the American Marketing Association for recommendations); jointly participate in an existing visitor satisfaction rating project (such as Visitor Counts); or work with the marketing department at a local business school.

9. **Attract group tours.** Grey Line, Red Line Tours, LA Insider Tours, and other group tour companies operate in southern California and the Los Angeles Tourism & Convention Board is willing to bring several of these companies together for a brainstorming session to learn more about the Arroyo Seco Parkway, with the opportunity to glean feedback from tour operators about strengths and weaknesses to highlight opportunities and gaps in the current experience for the group tour market. A goal for this meeting could be to develop suggested group tour itineraries as part of a group tour marketing effort. You may also want to look at collaborating with other organizations and people that also provide tours of Los Angeles, such as the Los Angeles Conservancy, Highland Park Heritage Trust, Pasadena Heritage, LA Bike Coalition, and LA Walks.

Value (strategies to provide value to visitors or customers once they visit; visit and post-visit experiences)

1. **Share programs and events to create something big.**

These would be built around one of the interpretive themes and designed to appeal specifically to one of the target audiences (Aspiring Contemporaries, Affluent Suburbia, Upscale America, Blue Collar Backbone, and Struggling Societies). These could be events, workshops, exhibits, or festivals, but they could also be a publication, website, or e-book. These projects would be promoted individually as well as together, such as a shared website that is exclusively devoted to the program, as is used by the Museums of the Arroyo Day.

2. **Join forces to raise funds.** Although organizations often feel they compete with each other to raise funds, many donors prefer projects that support several groups because they believe their funds go farther and have greater impact. This could include simple direct projects such as an event or a publication, but it could also be for longer term activities like a shared staff position (such as publicity or education) or endow a program (such as school field trips, admission fees, internships, or scholarly research).

3. **Enrich the driving (or biking or walking) experience.** Develop suggested itineraries that describe the history and culture of the region using the themes for inspiration. For example, historic Route 66 itinerary or a multicultural food experience that factors in the challenges of traveling on the Arroyo Seco Parkway. For drivers, this might include a route that uses the easiest exits and onramps on the Parkway. For bicyclists, this might point out designated bike routes and nearby bike shops.

4. **Develop affinity groups around special topics or interests.** Build an audience around one of the interpretive topics

and provide news and events that engage them (e.g., hiking, biking, birding, urban exploration, ethnic foods, etc.). The group's resources would be shared to provide meeting places, speakers, and activities, ultimately building a support network for projects, volunteers, or funding. Today, much of this can be coordinated online using online technologies such as Google Groups or social media such as Facebook or MeetUp.

5. **Convene a team of scholars to enhance and sharpen your interpretation.** Experts in history, art history, natural history, and cultural geography can ensure your scholarship is current and place it in a regional or national context. Ask them to review your current programming and publications, refine the interpretive themes, and suggest books and articles to learn more. Be sure you recruit diverse perspectives/expertise and that the scholars hold an advanced degree in the appropriate field.

6. **Create a pool of volunteers who can help at several Sites.** Through a shared training program, a special team of volunteers could help with events, programs, or projects as needed among several Sites, meeting the needs and interests of people who want to provide a community service but cannot commit to a regular or long-term experience. It could also attract volunteers who want to help on a community, rather than site-specific level, who would be willing to give tours either at an individual Site or as walking tours of the neighborhood (and linking several Sites together).

7. **Understand your customers and visitors better.** The more you understand your visitors, the better able you'll be to attract and retain them. Unlike market research, the focus will be on learning preferences and visit motivations to improve and enhance the on-site experience. Working with an experienced professional will not only ensure accuracy and reliability, but also identify the most effective approaches. Consider jointly

participating in an existing visitor research project (such as Visitor Counts); hiring a consultant as a group (contact the Visitor Studies Association for recommendations); or working with the communications or psychology department at a local university.

8. **Connect cultural and natural Sites to commercial amenities** by providing coupons to area/partner restaurants at cultural and natural destinations.

Avoid (strategies that work against growth or value; exacerbate current weaknesses or diminish capacity)

1. **Don't assume that cooperating and coordinating is the same as collaborating.** Each of these require increasing levels of structure, commitment, and intensity. Everyone needs to have the same purpose for working together.

2. **Avoid partnerships of convenience** and join with whomever is nearby or is willing to attend meetings. Partnerships should be as small as possible to get the task accomplished, so be sure everyone shares the same goals, has the required capabilities and resources, and are reliable and credible. Secondly, partnerships have the greatest chance of success when they are somewhat equally matched in resources and needs. Major disparities often result in struggles in expectations, roles, benefits, and decision-making.

RECOMMENDATIONS FOR A LARGE GROUP OF SITES (10-12 ORGANIZATIONS)

The interpretive plan emphasizes strategies at the regional level to serve a large group of Sites in the Arroyo Seco Byway and these recommendations are designed to go beyond the mission and purpose of most of the individual Sites. Collaborating with a large number of Sites becomes organizationally more complex and is typically best managed by a separate organization with a regional scope and mission whose primary purpose is to serve the region, not an individual Site. This has already been successfully demonstrated by such organizations as the Northeast Los Angeles Arts Organization, Inc. and Arroyo Seco Foundation and informally through the Council of Arroyo Seco Organizations or the Council of Arroyo Seco Agencies.

The primary purpose of a large group of Sites is to promote and interpret the entire Byway as a destination and to develop a regional identity that can compete with other popular regions in southern California, such as Hollywood, Santa Monica, downtown Los Angeles, Disneyland, and Laguna Beach. See the “Arroyo Seco Parkway National Scenic Byway Brand and Marketing Plan” by WriteBrand Studio (May 2012) for more details.

Most of these recommendations are for large regional efforts that can only be accomplished with the support and participation of many organizations. However, large groups could also successfully undertake many of the recommendations listed in the previous section for small groups. These recommendations are grouped by

short, medium, and long-term phases to provide a progressive phasing towards a regional organization while concurrently encouraging individual and groups of Sites to align with the regional goals and to discover what elements of the plan succeed or need to be adjusted. Despite the challenges, shared projects can grow audiences and build value in ways typically not possible by individual businesses or organizations, and has already been demonstrated by such memorable programs as ArroyoFest.



Short Term (strategies for the next 1-3 years)

1. **Get to know your colleagues better.** One of the major weaknesses observed is that Sites did not know much about each other, which resulted in little cross-promotion and collaboration. Develop regular meetings of Sites within the region (at least annual, no more than quarterly, one hour maximum) to announce

upcoming events or projects, share 3-minute success stories, discuss a common issue, gain knowledge from a local expert, and help distribute rackcards, brochures, or flyers. In between, distribute news and announcements on a private listserv such as Google or Yahoo Groups. This is similar to what's already being done with the Council of Arroyo Seco Organizations or the Council of Arroyo Seco Agencies, and perhaps those groups could be expanded to serve as the vehicle for implementing the interpretive and promotional goals of the Byway.

Medium Term (3-6 years)

2. **Formalize the Byway coalition.** When the group of participating Sites builds momentum, it can begin to prioritize the list of recommendations in this interpretive plan and identify potential partnership projects. Some initial tasks may be to create committees to work on specific projects (such as a website or regional brochure); develop criteria for identifying official Byway Sites or businesses (allowing qualifying Sites or businesses to use the Byway logo as the "seal of approval"); or provide training to staff and volunteers at Byways Sites to create broader awareness of the National Scenic Byway, the thematic connections between Sites, and visitor needs and interests.

3. **Build a Byway on the Web.** Most travel planning occurs on the Internet and it is essential that visitors can easily find information about the Byway and its Sites quickly and conveniently. At present, visitors can find the Arroyo Seco Parkway on the National Scenic Byways website (Byways.org) but information is limited and not regularly maintained. The other current option is to visit the websites of the individual Sites or rely on content aggregated by a third party, such as Yelp, Expedia, Metro, or Los Angeles Tourism & Convention Board. Visiting

multiple websites is not only inconvenient but it often misses the historical and cultural links that connect many places in the Byway. Exploring a third-party aggregated website such as Yelp and Expedia is convenient, however, you have little control over how a Site is presented. Finally, many small businesses associated with the Byway do not have an Internet presence. Ultimately, a central website for the Byway will be essential and it should be built using open source software (such as WordPress), be easily maintained, integrates analytics, and is rolled out in manageable stages. Elements in this website could include a page for each Site (linked to the Site's website); a Top 10 list or suggested itineraries developed by local experts or celebrities; an illustrated history of the Arroyo Seco Parkway that links to various Sites; a searchable inventory of attractions by Gold Line stop, Parkway exit, or theme; an itinerary builder based on theme, geographic area, or mode of travel (e.g., automobile or bike); historic photos or videos; and paid display advertising to generate revenue.



4. **Help visitors navigate the entire Byway.** Once in the Byway, travelers need to be able to find Sites quickly and easily. Develop a comprehensive system of wayfinding system that complements existing systems in downtown Los Angeles and Pasadena and ensures it meets the needs of drivers, bicyclists, and pedestrians. For example, consider combining the

existing multiple signs at the Avenue 43 exit of the Parkway into a single sign with all attractions and the distance to each attraction from that location. A grant or sponsor could underwrite a sign program for Sites to ensure consistency and reinforce the Byway brand/image. In addition, an environmental graphic (i.e., a three-dimensional marker) could be installed at all Byway Sites to provide quick identification for visitors. Create suggested itineraries that factor in the challenges of driving on the Arroyo Seco Parkway, noting the exits and onramps that are the easiest to navigate. For example, develop a Route 66 loop itinerary that begins and ends in Pasadena, traveling along Route 66's local streets in one direction and returning along the Arroyo Seco Parkway, the final alignment of Route 66 containing the Figueroa Street tunnels and the South Pasadena welcome sign.

5. **Build a National Scenic Byway on paper.** After arriving at the Site or preparing to visit another, travelers will need help with navigation and recommendations for the region. This is best accomplished by the people on site aided by printed maps or guides that visitors can take with them. These need to be consistent in design to help advance the image of the Byway as a distinctive place as well as establish the credibility of the content. These materials should address the entire Byway although they can be presented as sub-regions or interpretive themes to make it easier for visitors to manage and address their specific needs (such as walking and driving tours on multi-cultural food experiences or art and architecture).

6. **Support explorations of the entire Byway by bike.** Unfortunately, the current Parkway is not an enjoyable traveling experience and it by-passes many of the Byway's Sites. Encourage visitors to slow down and enjoy the Byway from a new perspective—and travel by bicycle may be the ideal solution.

Along with supporting a safe and continuous bike route along the entire length of the Arroyo Seco Byway, efforts can include places to lock/store bikes at key stops along the bike route and at key attractions; allow visitors to find bike-friendly Sites on the central website; develop a bicycle rental co-operative (perhaps led by bike shops in the Byway such as the Flying Pigeon or Bike Oven) to create a pool of distinctive rental bikes and pick-up and drop-off locations (to allow visitors to bike between Gold Line stops, for example); supporting an automated bike rental program such as Bike Nation or Bycycle.com; and participating in major bicycle-centered events such as bike tours (e.g., Spoke(n) Art bicycle ride) and CicLAvia.



7. **Support explorations of the entire Byway by Gold Line.** The Gold Line traverses the entire Byway along an historic route and avoids the traffic on the Parkway, providing both an ideal transportation and interpretive experience for visitors. Metro

provides numerous partnership opportunities (see previous section for small groups) and these can be taken to a much deeper level through a regional effort. To attract visitors from outside the region, be sure to consider their initial mode of transportation by suggesting the Gold Line stations where cars can be parked all day (e.g., park and ride lots, pay-by-phone service) or noting the rules for bike riders (e.g. stand in the designated area).

Long Term (7-10 years)

8. Eventually, the group may consider **forming a separate non-profit** that can lead and complete projects on a regional level. Create an organizational structure to oversee all activities of the Arroyo Seco Parkway. This could be an adjunct of the Arroyo Seco Council of Organizations (with the addition of ASP steering committee members and the creation of a tourism committee).

9. Develop **visitor centers** in popular or well-traveled spots in each of the north, central, and south sub-regions. These could be first developed as “micro visitor centers” in existing Sites with a small rack with brochures, information about nearby Sites, and staff available to provide assistance. They could also serve as the lead Sites for each of the interpretive themes (e.g., Audubon Center in Debs Park for nature) and be positioned as “the” location to learn more about that theme by providing more in-depth information, an overarching interpretive exhibit, and connections to other thematically-related Sites. If an appropriate Site is not available, consider an outdoor wayside sign with a plexiglass brochure rack in a location that is protected from the elements as a way to provide visitor information to travelers (such as the phone booth in Highland Park). If merited by visitor demand, consider developing a larger or separate visitor center.

10. **Training for boards, staff, and volunteers** for museums and historic sites in the region supported by grant programs such as the Institute of Museum and Library Services, National Scenic Byway program, or Getty Grant Program. Collaborative projects often are more attractive to funders. Training could be provided by national organizations such as the National Association for Interpretation or the American Association for State and Local History.

11. **Digital technologies** other than websites. Podcasts, smartphone applications, QR codes, and other technologies should be only considered after conducting extensive visitor research and comparison with projects by others. At this time, these seem to be used on a very limited or short-term basis by a very small number of visitors, thus are a low priority compared to the development of a central website.

12. **Support major artworks, regional events, or thematic exhibits that have high visibility.** “Blockbuster” exhibits, regional festivals, and public art can attract media attention and large numbers of visitors, but are risky time-intensive ventures. This could include commissioning artworks related to several interpretive themes (such as an exhibit or art work in Union Station on development of transportation in Los Angeles from the train, to the car, to the Metro); a sponsored art exhibition on the Parkway or in the Arroyo, along the lines of Christo’s “Gates” installation in Central Park; or a series of temporary or permanent artworks along the Parkway to complement the existing works along the Gold Line (such as the contemporary sculpture shows that occur in Stockbridge, Massachusetts); or events like ArroyoFest or CicLAvia that cross sub-regions and integrate several themes to provide multiple perspectives on the Byway.

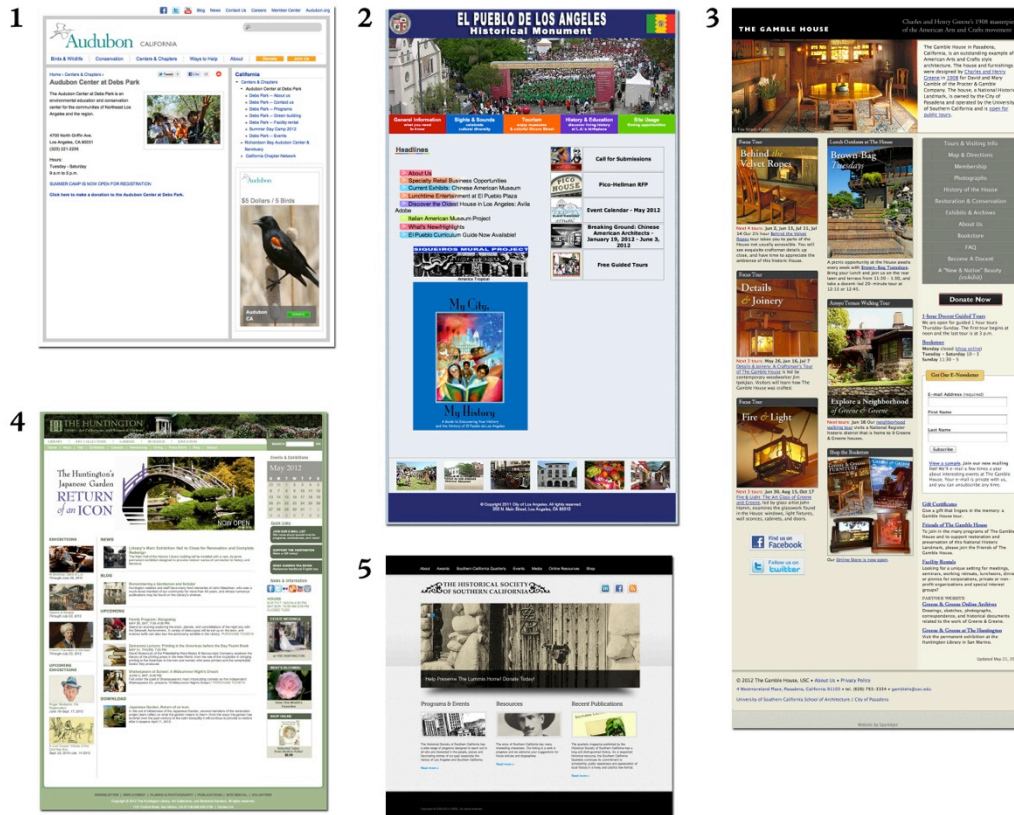


FIGURE 1: WEBSITES

Most people spend 8 seconds on a home page before they decide whether to stay or leave. A random sampling of websites from Sites in the Byway shows not only each Site's distinctiveness but also the varying quality and quantity of information available on the home page.

1. Audubon Center at Debs Park
2. El Pueblo de los Angeles
3. Gamble House
4. Huntington Library
5. Historical Society of Southern California

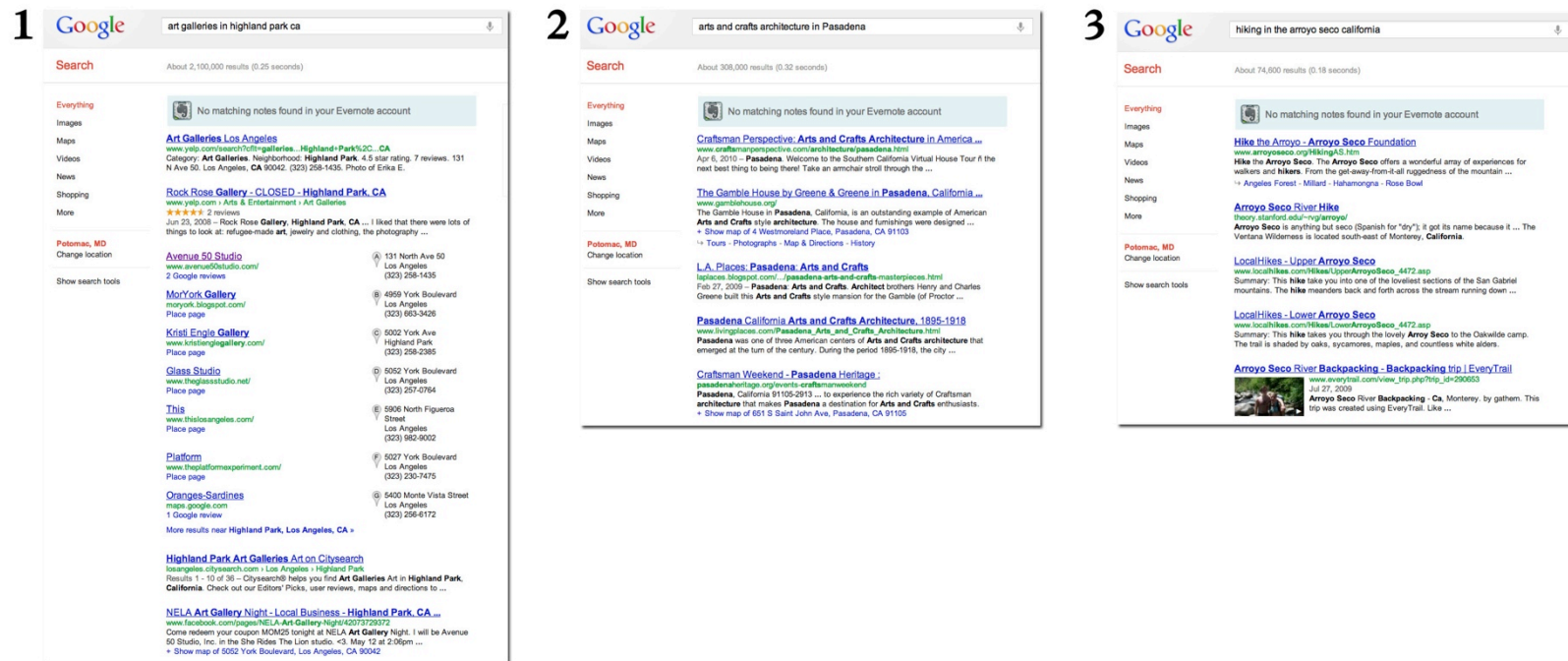
Every museum, business, and site should develop its own unique website that intellectually and affectively both prepares the visitor for their visit beforehand and provides additional follow-up information afterward. Determining which of these websites is able to keep a user for more than 8 seconds can only be determined through usability testing with visitors.

Although each website is unique, they also need to show they are part of the National Scenic

Byway, which can be accomplished through links to other Sites, announcements of related regional events, and a common logo for the Byway.

To learn more, see *Homepage Usability: 50 Websites Deconstructed* by Jakob Nielsen & Marie Tahir (2002) and *Don't Make Me Think: A Common Sense Approach to Web Usability* by Steve Krug (2005).

FIGURE 2: INTERNET SEARCH RESULTS



Most people plan their visits using the Internet, relying heavily on search engines such as Google to find information. Most people do not go beyond the first page of results, so obtaining a high ranking by Google is essential to success. Search engine optimization (SEO) is a major focus for improving rankings and dozens of books and workshops are available. These three examples of typical types of inquiries show the challenges and opportunities for the Byway as well as individual Sites.

1. Searched: *Art galleries in Highland Park CA*. Provides a list of some art galleries, but in second place is Rock Rose Gallery. Although closed, its higher ranking may be due to the presence of reviews. In the other top spots are Yelp, CitySearch, and Facebook, all major aggregators and collectors of customer opinions and visitor reviews.
2. Searched: *Arts and Crafts architecture in Pasadena*. The Gamble House is listed in second place, but other websites may have achieved higher rankings because they contain rich local content with a regional or national context.
3. Searched: *Hiking in the Arroyo Seco California*. The Arroyo Seco Foundation rises to the top most likely because it has both good content and their name matches a couple search terms. Arroyo Seco is also a location near Monterey, California, so how do you keep them distinct?



SECTION FIVE: RECOMMENDED RESOURCES FOR FURTHER EXPLORATION

ORGANIZATIONS AND ASSOCIATIONS

- American Association for State and Local History. Offers advice, training programs, workshops, annual conference, the quarterly magazine *History News*, a monthly e-newsletter *Dispatch*, and a Historic House Museum Listserv on Yahoo Groups. AASLH.org
- American Association of Museums. Historic house museums will find the Museum Assessment Program (MAP), technical information service, and book catalogue especially useful. AAM-US.org
- American Marketing Association. The national professional association for individuals and organizations who are leading the practice, teaching, and development of marketing worldwide. MarketingPower.com
- America's Byways. National program of the Federal Highway Administration that promotes the collection of 150 distinct and diverse roads designated by the U. S. Secretary of Transportation. America's Byways include the National Scenic Byways and All-American Roads. ByWays.org.
- Cultural Heritage Tourism. An electronic clearinghouse includes information provided by many different members of Partners in Tourism, a coalition of the national organizations and agencies with an interest in cultural heritage tourism. CulturalHeritageTourism.org
- Engaging Places blog. Max van Balgooy regularly shares trends, challenges, and opportunities facing museums, historic sites, and cultural organizations. EngagingPlaces.net.
- Institute of Museum & Library Services. Offers a wide range of federal grants to support training, capacity-building, and projects in museums; as well as occasional conferences (e.g. WebWise) and reports on special subjects. IMLS.gov
- National Association for Interpretation. Offers training and certification in interpretation and hospitality. InterpNet.org
- National Council on Public History. Offers annual meeting with many educational session and a quarterly journal. NCPH.org
- National Endowment for the Humanities. Offers a wide range of federal grants, including ones for building endowments, planning exhibits, interpreting sites and collections, and offering programs. NEH.gov
- National Scenic Byways Program. The U.S. Secretary of Transportation recognizes certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational, and scenic qualities. There are 150 such

designated Byways in 46 states. The National Scenic Byways Discretionary Grants program provides funding for Byway-related projects each year, as part of the Federal Highway Administration's Discretionary Grants Program.

National Trust for Historic Preservation, Washington, DC. Offers training programs, workshops, grants, and an annual preservation conference, and promotes May as Preservation Month. PreservationNation.org.

U. S. Travel Association. A national organization that promotes increased travel to and within the United States through promotions (such as National Travel and Tourism Week and International Pow-Wow), advocacy, and research on trends and indicators. USTravel.org

Visitor Studies Association is a national professional organization focusing on all facets of the visitor experience in museums, zoos, nature centers, visitor centers, historic sites, parks and other informal learning settings. VisitorStudies.org

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APPENDIX A: MISSION STATEMENTS

Ideally, the missions of the individual Sites within the Byway should align with the mission of the National Scenic Byway in order to identify potential partners, develop interpretive themes, coalesce around shared goals, gain support, and successfully implement the plan's recommendations. Although many organizations can easily relate to the Byway's mission, others do not as evidenced by this sampling of mission statements of individual Sites.

- *The mission of the South Pasadena Preservation Foundation is to foster awareness and appreciation of the historic heritage of South Pasadena and to advocate and facilitate preservation of significant examples of that heritage.*
- *The mission of The Gamble House, USC is to inspire the public's appreciation and understanding of fine historic architecture through the example of The Gamble House, the most complete and best-preserved work of American Arts and Crafts architects Charles and Henry Greene.*
- *The Historical Society of Southern California is committed to preserving, interpreting and promoting the diverse history of southern California and the West through programs and publications for all ages.*
- *Heritage Square Museum preserves, collects, and interprets the architecture, physical environment, and culture of Southern California during the first 100 years of statehood (1850 to 1950).*
- *Avenue 50 Studio, Inc. is an arts presentation organization grounded in Latin@ Chican@ culture.*
- *The Audubon Center at Debs Park's mission is to inspire people to experience, understand and care for the local natural world.*
- *Through direct action, alliances, partnerships, and joint powers authorities, the Santa Mountain Mountains Conservancy's mission is to strategically buy back, preserve, protect, restore, and enhance treasured pieces of Southern California to form an interlinking system of urban, rural and river parks, open space, trails, and wildlife habitats that are easily accessible to the general public.*
- *The mission of the Arroyo Seco Foundation is to preserve and enhance the Arroyo Seco from the San Gabriel Mountains to the Los Angeles River, reforest our region and promote environmental and cultural awareness of one of Southern California's greatest natural resources.*
- *The mission of the Los Angeles Police Museum is to collect, preserve, exhibit and interpret the history of the Los Angeles Police Department.*

For interpretive plans to succeed, it is essential that the participating Sites share a related mission so that everyone has an intrinsic passion for the work and that the visitor has a seamless connected experience. Organizations with disparate missions may collaborate, but that is best achieved through promotional rather than interpretive efforts. Organizations with missions unrelated to the mission of the Corridor Byway may wish to consider modifying their missions to be more closely aligned, however, this should be pursued with caution. Every organization needs to follow a mission that's true to its own purposes, beliefs, and interests and not alter it to suit temporary needs or opportunities.

**APPENDIX B: “ARROYO SECO PARKWAY INVENTORY OF
INTERPRETIVE ASSETS” BY THE NATIONAL TRUST FOR
HISTORIC PRESERVATION (2012)**

APPENDIX C: “MARKET RESEARCH ON AFFILIATED SITES AND VISITORS” BY THE COMMUNITY LAND USE AND ECONOMICS GROUP AND DECISION SUPPORT PARTNERS, FEBRUARY 2012).